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POLICIES AND PROCEDURES IN ASSOCIATION MANAGEMENT

asae

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FOREWORD

Every strong organization will evolve a system of policies and procedures to guide staff and members in making consistent and logical decisions. A policy is, in a sense, a decision that has been made in response to a specific set of circumstances, and then "codified" to be used to apply to all similar sets of circumstances. Policies, then, and procedures, operate in a specific context, and as conditions change—as the environment in which they were established changes—policies need to be changed to reflect the new conditions. In the best organizations, policy is not inflexible and static, but eternally evolving.

Policies and Procedures in Association Management is a study of policy in associations. Conducted by ASAE every four years, it serves as a bellwether of trends in the association community at large, and therefore provides a unique reference point for evaluating an individual organization's policies and practices.

The current study reveals, for example, a significant increase in the percentage of taxable income for associations, from 8% in 1982 to 21% in 1987, while at the same time, there was a 12% decrease in the frequency of dues increases. The number of associations who own their own telephone equipment has increased dramatically to 70% in 1987, with 22% of participants indicating the use of toll-free (800) phone lines. Computer usage has risen to 88%, and the majority of associations (74%) have in-house systems.

ASAE extends thanks to those members who participated in the survey. Compiled from over 2,000 respondents, the data presented in the following tables will serve as a comparative tool for the entire association management community.

Elissa Matulis Myers, CAE
Director, Member Services
American Society of Association Executives

TABLE OF CONTENTS

INTRODUCTION 1

SECTION I Organization—Overview 3

Table 1 Incorporation 3
Table 2 Tax Status of the Association 3
Table 3 For-profit Subsidiary Corporations 4
Table 4 Number of Subsidiaries Per Association 4
Table 5 Primary Activity of the Subsidiary 4
Table 6 Financial Arrangement between the Subsidiary and Parent Association 5
Table 7 Foundations 5
Table 8 Primary Activity of the Foundation 5
Table 9 Financial Arrangement Between the Foundation and Parent Association 6
Table 10 Plans to Establish a Foundation 6
Table 11 Regional Offices 6

SECTION II Legal Activities—Overview 7

Table 12 Use of Legal Counsel 7
Table 13 Methods of Retainer for Legal Counsel 7
Table 14 Presence of Counsel at Board Meetings 8
Table 15 Counsel Review of Minutes 8
Table 16 Antitrust Compliance Plan 8

SECTION III Volunteer Officers, Boards and Committees—Overview 9

Table 17 Number of Members on the Board of Directors 9
Table 18 Term of Office for Directors 10
Table 19 Board Member Succession 10
Table 20 Number of Consecutive Terms 10
Table 21 Frequency of Board Meetings 11
Table 22 Ex-officio Members on the Board of Directors 11
Table 23 Persons Named as Ex-officio 11
Table 24 Ex-officio With Vote 12
Table 25 Number of Members on the Executive Committee 12

Table 26 Members of the Executive Committee 12
Table 27 Number of Standing Committees 13
Table 28 Number of Ad Hoc Committees 13
Table 29 Use of Committees 13
Table 30 Number of Members on Smallest Committee 14
Table 31 Average Committee Size 14
Table 32 Number of Members on Largest Committee 15
Table 33 More than One Nominee for Each Office 15
Table 34 Formal Campaign Guidelines 15
Table 35 Expense Reimbursement:
35A Chief Elected Officer 16
35B Spouse of Chief Elected Officer 17
35C Other Officers 18
35D Spouses of Officers 19
35E Board Members 20
35F Spouses of Board Members 21
35G Committee Chairmen 22
35H Committee Members 23
Table 36 Title of Chief Elected Officer 23
Table 37 Title of Chief Staff Executive 24
Table 38 Use of President-Elect or Chairman-Elect 24
Table 39 Use of Past Chairman's Council 24
Table 40 Code of Ethics 25
Table 41 Enforcement of Code of Ethics 25
Table 42 Official Spokesperson 25

SECTION IV Finance—Overview 27

Table 43 Percent of Income Maintained in Reserve 27
Table 44 Percent of Income Targeted for Reserve 28
Table 45 Formal Investment Policy 28
Table 46 Types of Investments 28
Table 47 Authority to Invest Funds 29
Table 48 Fiscal Year Date 29
Table 49 Countersignature of Checks 29
Table 50 Amount Requiring Countersignature 30
Table 51 IRS Audit 30
Table 52 Points at Issue During IRS Audit 30
Table 53 Annual Audit of Financial Records 31
Table 54 Annual Report Provided to Members 31
Table 55 Method of Accounting Used 31
Table 56 Percent of Income that is Unrelated 32
Table 57 Use of Lockbox 32

SECTION V Personnel—Overview 33

Table 58 Outplacement Service 33
Table 59 Moving Expenses for Current Staff 34
Table 60 Moving Expenses for Newly Hired Staff 34
Table 61 Vacation/Annual Leave:
61A Staff 35
61B Maximum Accruable 36
Table 62 Sick Leave:
62A Staff 37
62B Maximum Accruable 38
Table 63 Draw Accumulated Annual Leave as Salary 39
Table 64 Number of Paid Holidays 39
Table 65 Formula for Retirement Plan 39
Table 66 Funding of Retirement Plan 40
Table 67 Age and Service Requirements for Retirement Plan 40
Table 68 Types of Insurance Coverage Provided:
68A Life Insurance 41
68B Health Insurance 41
68C Health Maintenance Organization 42
68D Disability Insurance 42
68E Dental Insurance 43
68F Accidental Death and Dismemberment 43
68G Professional Liability Insurance 44
Table 69 Severance Pay 44
Table 70 Authority to Set Wages 45
Table 71 Authority to Hire and Fire Staff 45
Table 72 Staff Turnover Rate 45
Table 73 Full-time Human Resources Director on Staff 46
Table 74 Travel Insurance for Staff 46
Table 75 Maternity Leave 46
Table 76 Incentive/Cash Bonus System 47
Table 77 Formal Salary Administration Plan 47
Table 78 Funded Benefits for Staff 47
Table 79 Per Diem Rates for Staff Travel Expenses 48
Table 80 Hours of Work-Week 49

SECTION VI Office Management—Overview 51

Table 81 Own/Lease Space for Office 51
Table 82 Square Feet per Staff Member 52
Table 83 Own/Lease Phone Equipment 52
Table 84 Use of Toll-free (800) Number 52
Table 85 Use of Computer 52
Table 86 Maintenance of Computer System 53

Table 87 Activities Supported by Computer 53
Table 88 Liability Coverages Purchased 53
Table 89 Casualty Coverages Purchased 54

SECTION VII Membership—Overview 55

Table 90 Membership Distribution by Category 56
Table 91 Category for Suppliers 56
Table 92 Name of Supplier Category 57
Table 93 Dues for Supplier Category 57
Table 94 Separate Policies for Suppliers 57
Table 95 Suppliers Holding Office 58
Table 96 Membership Category for Interested Parties 58
Table 97 Dues for "Interested Parties" 58
Table 98 Section Based on Areas of Specialization 58
Table 99 Prerequisite for Section Membership 59
Table 100 Dues for Section Membership 59
Table 101 Members Outside of Country 59
Table 102 Services for Members Outside of Country 59
Table 103 Chapters in other Countries 60
Table 104 Participation in Federations 60
Table 105 Membership Turnover 60
Table 106 Staff on Commission 60

SECTION VIII Dues—Overview 61

Table 107 Dues Increase 61
Table 108 Percent of Increase 61
Table 109 Date of Last Increase 62
Table 110 Dues Base 62
Table 111 Dues Amounts: Flat Dues, Minimum Dues, Maximum Dues
111A Individual Membership Type 63
111B Company Membership 64
111C Association Membership 65
111D Combination Membership 66
Table 112 Basis for Dues Billing 67

SECTION IX Services and Marketing—Overview 69

Table 113 Information Service/Library 69
Table 114 Information Service as Profit Center 70
Table 115 Group Insurance 70
Table 116 Types of Insurance Offered 70
Table 117 Financial Arrangement of Association Insurance 71

Table 118 Type of Income from Insurance 71
Table 119 Availability of Services to Nonmembers 71
Table 120 Higher Fee to Nonmembers 72
Table 121 Fees Charged to Nonmembers for Services 72
Table 122 Operation of In-house Travel Agency 72
Table 123 Sponsorship of Travel Programs 73
Table 124 Group Purchasing Services 73
Table 125 Mediation or Arbitration Services 73
Table 126 Purpose of Mediation 73
Table 127 Methods of Needs Assessment 74
Table 128 Frequency of Needs Assessment 74
Table 129 Use of a Written Marketing Plan 74

SECTION X Education/Certification—Overview 75

Table 130 Delivery of Education Programs 75
Table 131 Accreditation, Certification, Standardization Programs 76
Table 132 Percentage of Membership Holding Designation 76
Table 133 Criteria for Certification 76
Table 134 Recertification Requirements 76
Table 135 Frequency of Recertification 77

SECTION XI Publishing—Overview 79

Table 136 Periodical Publications 79
Table 137 Advertising in Periodical 79
Table 138 Use of Advertising Sales Representatives 80
Table 139 Compensation for Sales Representatives 80
Table 140 Policy Governing Ad Acceptability 80
Table 141 Editorial Policy Committee 80
Table 142 Committee Review of Articles 81
Table 143 Book Publishing 81
Table 144 Editorial Review Committee for Books 81

SECTION XII Government Affairs—Overview 83

Table 145 Staff Responsible for Government Affairs Activities 83
Table 146 Policy Recommendations about Government Affairs 83
Table 147 Staff Registered as Lobbyists 84
Table 148 Level at Which Staff are Registered 84
Table 149 Levels at Which Legislation is Monitored 84
Table 150 Operation of a Political Action Committee 85
Table 151 Level of PAC Contributions 85

SECTION XIII Conventions and Meetings—Overview 87

Table 152 Number of Membership-wide Meetings 87
Table 153 Percentage of Members Attending Largest Meeting 87
Table 154 Operation of an Exhibit or Trade Show 88
Table 155 Number of Trade Shows 88
Table 156 Allocation of Space in Trade Show 88
Table 157 Type of Agreement with Hotel 89
Table 158 Decision for Site Selection 89
Table 159 Advance Selection of Sites 89
Table 160 Advance Finalization of Hotel Contract 90
Table 161 Change in Meeting Pattern 90
Table 162 Comparison of Attendance: Small Meetings vs. One Large Meeting 90
Table 163 Meeting Held Outside Association Boundaries 91

U.S. Based Associations:
Table 164 Meeting Held Outside the U.S. 91
Table 165 Number of Meetings Outside the U.S. 91
Table 166 Average Attendance at Meetings Outside the U.S. 91
Table 167 Location of Meetings Held Outside the U.S. 92
Table 168 Meetings Held Prior to 1985 92
Table 169 Plans to Conduct Meetings Outside the U.S. 92

Non-U.S. Based Associations:
Table 170 Meetings Held Outside Headquarters Country 93
Table 171 Number of Meetings Held 93
Table 172 Average Attendance 93
Table 173 Location of Meetings 93

SECTION XIV Characteristics of the Sample—Overview 95

Table 174 Geographic Scope 95
Table 175 Membership Type 96
Table 176 Annual Income 96
Table 177 Size of Membership 97
Table 178 Number of Full-time Staff 98
Table 179 Number of Part-time Staff 98

INTRODUCTION

The 1987 edition of *Policies and Procedures in Association Management* has been greatly expanded from previous studies. There are 179 tables included in this report compared with 128 in 1982 and 75 in 1978. The 1987 study represents 2,005 associations, an 18% increase from 1982.

Of the questions covered, 43 are repeated from the 1978 report and 78 from 1982. Thirty-seven questions were covered in all three reports—1978, 1982, and 1987. These questions provide information about trends in association management that can be compared over the years.

The 1987 *Policies and Procedures* survey reflects practices in effect as of January 1, 1987. The participants represent associations of all geographic scopes, member types, and budget sizes. A profile of the participants is contained in Section XIV.

The study tables present the data in percentages categorized according to membership type (individual, corporate, association or combination) and geographic scope (international, national, state/regional, and local). The top line of each table indicates the number of respondents that form the basis for the percentages. In most cases, this number corresponds to the total number of associations that participated in the survey. However, in some instances, the number of associations that answered certain questions hinged on a particular response to a previous question, therefore comprising a subgroup upon which percentages are based.

All percentages are rounded off to the nearest full percent, making some columns add up to slightly more or less than 100%. Some columns total more than 100% because of multiple answers.

Definition of Membership Types

Individual— associations in which individuals are the primary members.

Corporate— associations in which companies are the primary members.

Association— organizations in which associations are the primary members, commonly known as Federations.

Combination—associations in which primary members comprise two or more of the above types.

ORGANIZATION

The number of incorporated associations and the number of associations with IRS classifications of 501(c)(3) and 501(c)(6) have changed little since 1982: 96% of the 1987 participants are incorporated compared to 94% in 1982; 29% are tax-exempt under the 501(c)(3) classification (25% in 1982) and 56% are classified as 501(c)(6) organizations (59% in 1982). About 4% of the participants indicated that they were not tax-exempt.

Use of subsidiaries has not changed since 1982: 19% of the participants have a for-profit subsidiary, with the most common subsidiary activities continuing to be insurance and publishing. The greatest change in the use of subsidiaries occurred in organizations with associations as members, up from 15% in 1982 to 21% in 1987.

The number of associations with foundations increased by 3% in the five-year period to 30% in 1987. The primary functions continue to be education (increasing from 61% to 80% in 1987) and research (increasing from 25% to 34%). Almost 10% plan to establish a foundation within the next three years.

Eleven percent of the associations operate regional offices, a slight increase from 10% in 1982. Regional offices are most popular in organizations with associations as members: 19% of federations reported having regional offices.

Is your association incorporated? **TABLE 1**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	96%	95%	96%	98%	97%	96%	96%	95%	97%
No	4%	5%	4%	2%	3%	4%	4%	5%	3%
No Response	*	*	0	0	0	0	0	*	0

* Less than 1%.

What is the tax status of your association? **TABLE 2**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
501(c)(3)	29%	35%	21%	51%	38%	40%	37%	22%	23%
501(c)(6)	56%	48%	67%	23%	44%	48%	48%	62%	62%
Other	8%	11%	5%	16%	11%	6%	11%	9%	4%
Not Tax Exempt	4%	4%	4%	5%	6%	3%	2%	3%	10%
No Response	3%	2%	3%	5%	1%	2%	2%	4%	2%

Has your association established any for-profit subsidiary corporations? **TABLE 3**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	19%	17%	21%	21%	21%	12%	13%	23%	25%
No	81%	83%	79%	79%	78%	88%	87%	76%	75%
No Response	*	*	*	0	1%	*	*	*	0

* Less than 1%

How many for-profit subsidiary corporations has your association established? **TABLE 4**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	384	144	196	9	35	50	51	193	90
One Subsidiary	75%	75%	74%	56%	83%	80%	76%	70%	82%
Two Subsidiaries	16%	16%	17%	44%	9%	14%	14%	19%	13%
Three Subsidiaries	3%	3%	3%	0	3%	2%	0	5%	0
Four Subsidiaries	2%	2%	2%	0	0	2%	2%	2%	2%
Five or More Subsidiaries	1%	2%	0	0	0	0	2%	1%	0
Average	1	2	1	1	1	1	1	1	1
No Response	3%	2%	4%	0	6%	2%	6%	4%	2%

What is the primary activity or function of the subsidiary corporation(s)?[1] **TABLE 5**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	384	144	196	9	35	50	51	193	90
Data Processing	18%	26%	12%	11%	20%	14%	18%	15%	27%
Publishing	31%	37%	26%	44%	29%	34%	37%	29%	29%
Insurance	41%	31%	48%	44%	46%	34%	27%	56%	20%
Industry Promotion & Advertising	11%	6%	15%	11%	9%	12%	4%	15%	7%
Credit Bureau	4%	6%	2%	0	6%	4%	2%	4%	4%
Legal Service	2%	3%	2%	0	0	0	2%	3%	2%
Trade Show or Convention	7%	5%	7%	11%	17%	2%	14%	7%	6%
Savings Plans	2%	3%	1%	11%	0	0	0	3%	0
Other	50%	50%	50%	56%	46%	42%	39%	53%	52%
No Response	2%	2%	3%	0	0	2%	4%	2%	2%

[1] Percentages add to more than 100% due to multiple activities reported for each association.

What is the financial arrangement between the subsidiary corporation and the parent association?[1] **TABLE 6**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	384	144	196	9	35	50	51	193	90
Management fee paid to parent assn.	39%	31%	44%	44%	40%	40%	20%	46%	33%
Payment for services rendered	39%	38%	39%	33%	46%	44%	55%	38%	30%
Overhead is shared with parent	47%	47%	48%	33%	49%	36%	45%	45%	60%
Dividends, royalties paid to the parent	25%	30%	22%	11%	20%	30%	37%	22%	20%
Financially Independent	18%	22%	17%	11%	11%	20%	20%	18%	17%
No Response	4%	3%	5%	0	6%	6%	4%	6%	1%

[1] Percentages add to more than 100% due to multiple arrangements.

Has your association established any foundations? **TABLE 7**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	30%	42%	20%	21%	28%	35%	34%	28%	21%
No	69%	56%	79%	79%	69%	63%	64%	70%	77%
No Response	2%	2%	1%	0%	3%	2%	2%	1%	2%

What is the primary activity of the foundation(s)?[1] **TABLE 8**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	596	354	186	9	47	152	136	233	75
Research	34%	34%	35%	56%	30%	40%	40%	35%	9%
Education	80%	79%	82%	89%	81%	73%	78%	90%	71%
Publishing	9%	10%	8%	*	13%	14%	7%	10%	1%
Other	19%	22%	15%	33%	17%	18%	15%	16%	37%
No Response	0	0	0	0	0	1%	0	0	0

[1] Percentages add to more than 100% due to multiple purposes of the association foundations.

* Less than 1%

What is the financial arrangement between the foundation and the parent association? **TABLE 9**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	596	354	186	9	47	152	136	233	75
Management fee paid to parent assn.	12%	11%	13%	11%	17%	12%	12%	14%	9%
Payment made for services rendered	20%	21%	18%	11%	21%	24%	24%	15%	19%
Overhead shared with parent assn.	21%	21%	21%	33%	19%	19%	21%	21%	23%
Dividends, royalties paid to the parent	2%	3%	0	0	4%	3%	1%	1%	3%
Financially Independent	30%	32%	30%	33%	23%	24%	31%	32%	36%
More than one financial arrangement	12%	10%	15%	0	13%	15%	8%	12%	9%
No Response	3%	3%	3%	11%	2%	3%	3%	5%	1%

Do you plan to establish a foundation within the next three years? **TABLE 10**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	9%	9%	9%	9%	8%	10%	6%	10%	10%
No	75%	69%	79%	88%	77%	71%	75%	76%	77%
No Response	16%	22%	12%	2%	15%	19%	18%	15%	13%

Does your association have staff on the payroll in regional offices? **TABLE 11**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	11%	10%	11%	19%	11%	16%	16%	9%	4%
No	86%	87%	86%	81%	84%	81%	82%	88%	91%
No Response	3%	3%	3%	0	5%	2%	2%	3%	5%

LEGAL ACTIVITIES

The majority of associations (85%) retain legal counsel. The most common retainer methods continue to be hiring an attorney on a job basis (50%), using an annual retainer with supplements for specific jobs (24%), and retaining on an annual basis for all services (21%). About 10% of the 1987 participants have an attorney on staff.

One-quarter of the associations require legal counsel to be present at board meetings and legal review of board minutes.

Use of antitrust compliance plans increased from 13% in 1982 to 16% in 1987. The greatest increase occurred in local associations: 21% had implemented antitrust compliance plans by 1987, compared to 14% in 1982.

Does your association retain legal counsel? **TABLE 12**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	85%	83%	86%	79%	90%	88%	90%	82%	83%
No	15%	17%	14%	21%	10%	12%	10%	18%	17%
No Response	*	*	0	0	0	*	0	0	0

* Less than 1%

What method(s) of retainer for legal counsel do you use?[1] **TABLE 13**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,706	700	822	34	150	378	355	674	299
Attorney on Staff	10%	9%	12%	18%	11%	10%	14%	13%	2%
Hire on a job basis	50%	51%	49%	62%	51%	47%	52%	52%	46%
Retained on annual basis, all services	21%	19%	24%	26%	12%	25%	25%	19%	14%
Annual retainer with supplement	24%	22%	26%	18%	19%	25%	20%	24%	23%
Use volunteer from the membership	12%	11%	10%	9%	27%	8%	9%	10%	23%
Other	4%	4%	3%	3%	7%	3%	6%	3%	3%
No Response	0	0	0	0	0	0	0	0	0

[1] Percentages add to more than 100% due to multiple methods.

Does your association require legal counsel to be present at board meetings? **TABLE 14**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	24%	17%	31%	19%	20%	34%	36%	18%	13%
No	75%	82%	68%	81%	78%	66%	63%	80%	86%
No Response	1%	1%	1%	0	2%	*	1%	1%	1%

* Less than 1%

Does legal counsel review minutes of board meetings before publication? **TABLE 15**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	24%	16%	32%	21%	20%	37%	37%	15%	14%
No	75%	83%	66%	79%	78%	63%	62%	83%	84%
No Response	1%	1%	2%	0	2%	1%	2%	2%	2%

Does your association have an antitrust compliance plan? **TABLE 16**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	16%	12%	21%	5%	17%	22%	18%	11%	21%
No	81%	85%	76%	93%	81%	77%	79%	86%	76%
No Response	3%	3%	3%	2%	2%	2%	3%	3%	3%

SECTION III

VOLUNTEER OFFICERS, BOARDS AND COMMITTEES

Survey participants reported an average of 25 voting members on the Board of Directors. One-third of the federations reported more than 30 board members.

A large majority (81%) of associations reported a director's term of office as three years or less, and for 80% of those responding, board members can succeed themselves.

In 58% of the associations, the chief staff executive is designated ex-officio on the board. In more than one-third (38%), the chief staff executive is named to the executive committee.

The average number of committees has decreased with an average of 13 standing committees and 7 ad hoc or temporary committees in 1982 to 11 standing and 5 ad hoc committees in 1987. The most common committees are executive (84%), nominating (82%), budget or finance (73%) and membership (66%). The committees range in size from an average of 4 members on the smallest committee to 20 on the largest committee.

In 39% of the association elections, more than one member is nominated for each position. Almost half of these associations have formal campaign guidelines.

The trend continues to be the use of the title "Chairman of the Board" for the chief elected officer. Nineteen percent used this title in 1982, compared to 21% in 1987. Use of the title "President" for the chief staff executive increased from 16% in 1982 to 18% in 1987. Other common titles for the chief staff executive are "Executive Vice President" (which decreased from 29% in 1982 to 25% in 1987) and "Executive Director" (which increased from 44% to 48%).

Over half of the associations have a code of ethics, including 75% of the individual membership societies and 43% of corporate membership organizations. Of those associations with a code, 63% have procedures for enforcement.

How many voting members are on your board of directors? **TABLE 17**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–10	14%	14%	14%	12%	16%	17%	17%	11%	13%
11–20	48%	52%	47%	37%	36%	43%	45%	48%	57%
21–30	18%	17%	19%	16%	21%	20%	17%	18%	19%
Over 30	19%	17%	19%	33%	26%	19%	21%	22%	10%
No Response	1%	1%	1%	2%	1%	*	1%	1%	1%
Average	25	26	24	30	27	25	27	28	19

* Less than 1%

How long is a term of office for a member of your board of directors? **TABLE 18**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
One year	18%	15%	21%	30%	17%	13%	17%	22%	17%
Two years	23%	25%	20%	37%	25%	20%	21%	25%	26%
Three years	40%	39%	43%	23%	34%	43%	41%	37%	42%
Four or more years	4%	3%	4%	0	5%	5%	5%	3%	2%
Varies	15%	18%	12%	5%	19%	18%	15%	13%	13%
No Response	1%	1%	*	5%	0	*	2%	*	1%

* Less than 1%

Can a board member succeed himself/herself? **TABLE 19**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	80%	77%	82%	84%	90%	72%	77%	86%	81%
No	19%	23%	17%	16%	10%	27%	22%	13%	19%
No Response	1%	1%	1%	0	0	1%	1%	1%	1%

How many consecutive terms can a board member serve? **TABLE 20**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,611	648	776	36	151	308	304	710	289
One term	19%	23%	16%	17%	19%	23%	21%	17%	17%
Two terms	18%	20%	15%	25%	19%	14%	19%	19%	18%
Three terms	5%	6%	5%	17%	2%	6%	6%	4%	6%
Four–ten terms	2%	2%	3%	3%	2%	3%	3%	3%	2%
Indefinitely	43%	34%	50%	33%	44%	37%	40%	45%	45%
No Response	13%	14%	12%	6%	15%	16%	12%	12%	12%

How often does the full board meet? — TABLE 21

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Once a year	4%	4%	4%	2%	3%	7%	7%	2%	1%
Twice a year	17%	17%	17%	33%	17%	36%	33%	7%	*
Three times a year	17%	15%	18%	23%	17%	28%	30%	11%	1%
Four times a year	27%	25%	30%	19%	25%	21%	24%	40%	8%
Other	35%	40%	31%	21%	37%	8%	5%	39%	89%
No Response	*	*	*	2%	0	*	1%	*	0

* Less than 1%

Do you have ex-officio members on the board of directors? — TABLE 22

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	60%	62%	57%	65%	62%	61%	60%	57%	64%
No	40%	37%	42%	33%	38%	39%	39%	42%	36%
No Response	1%	1%	*	2%	0	*	1%	*	1%

* Less than 1%

Who can be named as ex-officio board members?[1] — TABLE 23

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,200	524	545	28	103	261	238	472	229
Chief Staff Executive	58%	63%	54%	64%	58%	64%	69%	51%	55%
Past Chief Elected Officer	36%	31%	41%	36%	32%	32%	34%	39%	36%
Other Past Officers	9%	7%	11%	7%	14%	10%	9%	10%	9%
Other	34%	39%	30%	36%	28%	34%	30%	37%	32%
No Response	1%	1%	1%	0	1%	1%	*	1%	*

[1] Percentages add to more than 100% due to multiple answers.

* Less than 1%

Can ex-officio members vote on board matters? TABLE 24

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,200	524	545	28	103	261	238	472	229
Yes	31%	27%	37%	21%	26%	25%	31%	35%	33%
No	67%	72%	62%	79%	72%	74%	68%	64%	66%
No Response	1%	2%	1%	0	2%	2%	1%	1%	1%

How many members are on the Executive Committee? TABLE 25

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–4	17%	17%	18%	14%	14%	18%	17%	17%	18%
5	24%	23%	25%	19%	22%	23%	21%	24%	26%
6	13%	13%	12%	12%	14%	12%	13%	12%	15%
7	10%	8%	11%	9%	14%	8%	11%	11%	8%
8	5%	5%	5%	7%	5%	7%	5%	5%	5%
9 or More	20%	19%	20%	30%	23%	21%	22%	22%	14%
No Response	11%	14%	9%	9%	7%	11%	12%	9%	14%
Average	7	7	7	9	8	7	8	8	7

Who serves on the Executive Committee?[1] TABLE 26

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,786	728	864	39	155	383	349	746	308
Officers	91%	90%	92%	87%	93%	89%	87%	92%	95%
Incoming Chief Elected Officer	30%	33%	26%	33%	33%	31%	28%	32%	25%
Other Incoming Officers	10%	10%	10%	10%	8%	10%	9%	11%	6%
Past Chief Elected Officer	48%	43%	52%	41%	51%	44%	43%	53%	45%
Chief Staff Executive	38%	36%	40%	33%	40%	43%	36%	35%	42%
Other	28%	28%	28%	41%	27%	30%	34%	29%	19%
No Response	1%	1%	1%	3%	0	1%	1%	1%	1%

[1] Percentages are based on respondents to table 25.

How many standing committees operate in your association? **TABLE 27**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–4	19%	12%	24%	28%	21%	17%	18%	21%	18%
5–9	35%	30%	40%	35%	31%	35%	38%	37%	29%
10–19	29%	34%	26%	21%	26%	27%	28%	29%	33%
20 or more	13%	20%	7%	9%	18%	17%	12%	10%	15%
No Response	4%	3%	4%	7%	4%	4%	3%	3%	4%
Average	11	14	9	9	13	14	12	10	12

How many ad hoc committees operate in your association? **TABLE 28**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–5	53%	54%	52%	51%	57%	54%	56%	54%	47%
6–10	11%	14%	9%	12%	10%	10%	11%	11%	13%
11 or More	7%	9%	5%	5%	7%	8%	8%	4%	8%
No Response	29%	23%	35%	33%	27%	28%	25%	31%	32%
Average	5	6	4	4	5	6	6	4%	5%

Which of the following committees operate within your association?[1] **TABLE 29**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Executive Committee	84%	82%	86%	84%	89%	85%	85%	85%	81%
Long Range Planning	52%	61%	44%	53%	54%	57%	50%	49%	56%
Education	56%	66%	48%	40%	50%	52%	45%	59%	65%
Public Relations	50%	59%	42%	42%	47%	45%	42%	50%	64%
Legal	12%	12%	13%	9%	8%	13%	12%	11%	13%
Membership	66%	73%	61%	40%	66%	69%	59%	62%	81%
Nominating	82%	84%	79%	70%	87%	83%	75%	82%	87%
Budget/Finance	73%	81%	66%	67%	72%	71%	66%	73%	82%
Awards	34%	49%	21%	21%	37%	44%	35%	31%	29%
Government Affairs	58%	58%	59%	47%	60%	39%	44%	71%	68%
International	9%	11%	8%	12%	8%	25%	15%	2%	1%
Publications	26%	41%	12%	19%	27%	40%	27%	19%	23%
Convention/Annual Meeting	52%	55%	50%	42%	46%	60%	52%	60%	22%
Personnel	17%	17%	15%	30%	19%	14%	16%	18%	17%
No Response	7%	4%	9%	21%	6%	7%	11%	6%	6%

[1] Percentages add to more than 100% due to multiple answers.

How many members are on your smallest committee? **TABLE 30**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–2	15%	16%	15%	12%	14%	16%	13%	13%	20%
3	36%	38%	34%	30%	34%	37%	36%	35%	35%
4	13%	11%	15%	9%	13%	12%	15%	14%	11%
5	16%	17%	14%	16%	16%	15%	13%	17%	16%
6 or More	14%	12%	15%	16%	15%	14%	14%	14%	12%
No Response	7%	6%	7%	16%	8%	7%	9%	6%	6%
Average	4	4	4	4	4	4	4	4	4

What is the average committee size? **TABLE 31**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–4	11%	11%	12%	12%	11%	12%	11%	11%	12%
5–7	32%	34%	31%	28%	29%	31%	35%	32%	31%
8–10	20%	20%	20%	16%	19%	19%	17%	20%	23%
11 or more	18%	18%	18%	21%	17%	20%	17%	18%	16%
No Response	19%	18%	19%	23%	23%	18%	21%	19%	19%
Average	9	9	9	11	9	10	9	9	8

How many members are on your largest committee? **TABLE 32**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1–9	25%	23%	27%	21%	22%	25%	27%	25%	24%
10–15	29%	29%	30%	16%	26%	28%	27%	31%	25%
16–20	13%	13%	13%	16%	15%	11%	11%	14%	15%
21–25	7%	7%	7%	2%	9%	7%	6%	8%	8%
26 or More	18%	20%	16%	23%	19%	20%	18%	15%	21%
No Response	8%	7%	8%	21%	9%	8%	11%	7%	7%
Average	20	20	20	23	23	22	21	19	22

Is there more than one nominee for each office during your association elections? **TABLE 33**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	39%	55%	24%	40%	43%	42%	36%	38%	42%
No	60%	43%	75%	56%	54%	57%	63%	61%	56%
No Response	1%	2%	1%	5%	3%	1%	2%	1%	2%

Do you have formal guidelines for campaigning in association elections? **TABLE 34**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	783	464	230	17	72	179	141	311	152
Yes	41%	46%	30%	41%	44%	49%	48%	35%	38%
No	59%	54%	70%	59%	56%	51%	52%	65%	62%
No Response	*	*	0	0	0	0	0	0	1%

* Less than 1%

If your association pays expenses for the chief elected officer, please indicate which expenses are paid.

TABLE 35A

Chief Elected Officer	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	33%	43%	24%	40%	31%	31%	30%	36%	32%
Food/Lodging	42%	50%	35%	44%	38%	41%	40%	46%	34%
All Expenses	35%	44%	27%	53%	34%	33%	39%	35%	33%
No Expenses	2%	1%	2%	2%	1%	2%	2%	1%	*
No Response	38%	27%	48%	19%	43%	43%	35%	34%	47%
BOARD MEETING									
Travel	30%	39%	23%	40%	26%	38%	37%	31%	12%
Food/Lodging	34%	40%	30%	40%	32%	40%	41%	35%	18%
All Expenses	31%	38%	23%	56%	34%	38%	41%	29%	17%
No Expenses	2%	1%	2%	2%	2%	1%	1%	2%	2%
No Response	43%	34%	53%	21%	44%	38%	31%	42%	66%
COMMITTEE MEETING									
Travel	27%	34%	21%	35%	25%	34%	34%	28%	10%
Food/Lodging	28%	32%	24%	35%	26%	34%	35%	27%	14%
All Expenses	29%	34%	23%	51%	31%	36%	40%	26%	14%
No Expenses	2%	2%	2%	2%	2%	2%	1%	3%	2%
No Response	50%	43%	58%	28%	51%	45%	38%	50%	73%

* Less than 1%

If your association pays expenses for the spouse of the chief elected officer, please indicate which expenses are paid.

TABLE 35B

Spouse of Chief Elected Officer	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	13%	14%	12%	12%	12%	12%	13%	14%	10%
Food/Lodging	20%	20%	21%	14%	20%	20%	20%	23%	12%
All Expenses	15%	14%	16%	19%	10%	13%	14%	18%	11%
No Expenses	3%	4%	3%	5%	3%	5%	4%	3%	2%
No Response	67%	66%	66%	63%	72%	67%	68%	61%	77%
BOARD MEETING									
Travel	6%	6%	7%	5%	7%	8%	8%	6%	2%
Food/Lodging	10%	9%	11%	7%	11%	13%	12%	10%	3%
All Expenses	7%	7%	8%	14%	5%	10%	11%	7%	2%
No Expenses	4%	4%	4%	5%	5%	5%	5%	5%	3%
No Response	81%	83%	79%	74%	80%	77%	77%	80%	92%
COMMITTEE MEETING									
Travel	3%	3%	4%	5%	4%	6%	3%	4%	1%
Food/Lodging	5%	4%	5%	5%	7%	7%	4%	6%	2%
All Expenses	5%	5%	6%	9%	4%	7%	6%	5%	1%
No Expenses	5%	5%	5%	5%	5%	6%	6%	5%	3%
No Response	87%	87%	86%	81%	86%	83%	86%	85%	95%

If your association pays expenses for other officers, please indicate which expenses are paid.

TABLE 35C

Other Officers	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	21%	30%	13%	35%	16%	21%	23%	21%	18%
Food/Lodging	22%	31%	15%	37%	18%	23%	24%	23%	18%
All Expenses	20%	28%	13%	40%	18%	18%	26%	18%	20%
No Expenses	4%	2%	5%	5%	4%	5%	4%	4%	2%
No Response	59%	47%	70%	30%	63%	59%	52%	60%	64%
BOARD MEETING									
Travel	26%	33%	19%	37%	20%	33%	35%	26%	6%
Food/Lodging	28%	33%	23%	40%	25%	33%	35%	28%	12%
All Expenses	21%	28%	14%	44%	21%	25%	34%	18%	9%
No Expenses	3%	1%	4%	2%	4%	2%	3%	4%	2%
No Response	53%	44%	61%	26%	54%	46%	37%	53%	77%
COMMITTEE MEETING									
Travel	21%	27%	17%	30%	16%	28%	28%	21%	5%
Food/Lodging	21%	25%	19%	33%	15%	28%	27%	21%	8%
All Expenses	19%	24%	14%	37%	17%	25%	31%	15%	7%
No Expenses	3%	2%	3%	2%	4%	3%	2%	4%	3%
No Response	60%	54%	66%	40%	64%	52%	48%	61%	82%

If your association pays expenses for spouses of officers, please indicate which expenses are paid.

TABLE 35D

Spouses of Other Officers	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	4%	4%	4%	9%	1%	1%	5%	5%	3%
Food/Lodging	6%	7%	6%	9%	2%	4%	6%	8%	4%
All Expenses	5%	5%	5%	7%	1%	5%	5%	5%	4%
No Expenses	6%	5%	6%	7%	7%	7%	6%	6%	3%
No Response	85%	84%	85%	74%	89%	85%	83%	83%	89%
BOARD MEETING									
Travel	2%	2%	3%	5%	2%	2%	4%	2%	1%
Food/Lodging	4%	4%	5%	5%	4%	6%	5%	5%	2%
All Expenses	3%	2%	3%	5%	1%	4%	4%	3%	0
No Expenses	5%	5%	5%	5%	7%	6%	6%	6%	3%
No Response	88%	90%	86%	84%	87%	85%	85%	87%	95%
COMMITTEE MEETING									
Travel	1%	2%	1%	2%	1%	2%	2%	1%	*
Food/Lodging	2%	3%	2%	2%	2%	3%	2%	3%	1%
All Expenses	2%	1%	2%	5%	1%	3%	4%	1%	0
No Expenses	6%	5%	6%	5%	7%	7%	7%	6%	3%
No Response	91%	91%	91%	88%	89%	89%	89%	90%	96%

* Less than 1%

If your association pays expenses for board members, please indicate which expenses are paid.

TABLE 35E

Director	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	19%	27%	11%	35%	16%	20%	21%	21%	10%
Food/Lodging	19%	26%	12%	30%	17%	20%	20%	21%	12%
All Expenses	20%	26%	13%	35%	20%	22%	26%	19%	11%
No Expenses	4%	3%	5%	5%	2%	4%	4%	4%	1%
No Response	63%	52%	73%	35%	64%	60%	56%	61%	77%
BOARD MEETING									
Travel	24%	29%	18%	37%	22%	30%	31%	25%	5%
Food/Lodging	25%	28%	21%	33%	26%	28%	31%	27%	10%
All Expenses	22%	28%	15%	42%	23%	26%	32%	20%	8%
No Expenses	3%	2%	4%	2%	2%	2%	3%	3%	2%
No Response	55%	48%	62%	30%	53%	49%	41%	53%	80%
COMMITTEE MEETING									
Travel	19%	23%	15%	30%	16%	23%	24%	20%	4%
Food/Lodging	19%	21%	17%	28%	16%	22%	25%	19%	8%
All Expenses	19%	24%	14%	37%	19%	24%	29%	17%	8%
No Expenses	3%	3%	4%	2%	2%	3%	3%	4%	2%
No Response	62%	57%	68%	40%	64%	57%	51%	62%	83%

If your association pays expenses for spouses of board members, please indicate which expenses are paid.

TABLE 35F

Spouses of Directors	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	2%	2%	2%	5%	4%	1%	4%	3%	1%
Food/Lodging	4%	5%	4%	5%	4%	3%	6%	6%	1%
All Expenses	4%	4%	3%	5%	4%	4%	4%	5%	1%
No Expenses	6%	5%	6%	5%	6%	7%	5%	6%	2%
No Response	87%	86%	87%	84%	85%	86%	84%	85%	96%
BOARD MEETING									
Travel	2%	1%	2%	2%	1%	1%	2%	2%	0
Food/Lodging	4%	3%	5%	2%	2%	5%	4%	5%	1%
All Expenses	2%	2%	2%	5%	2%	2%	3%	2%	*
No Expenses	5%	5%	5%	7%	7%	6%	6%	6%	2%
No Response	89%	90%	88%	84%	89%	87%	87%	87%	97%
COMMITTEE MEETING									
Travel	1%	1%	*	2%	1%	1%	1%	1%	*
Food/Lodging	2%	2%	2%	0	2%	3%	1%	2%	1%
All Expenses	1%	1%	1%	2%	2%	2%	2%	1%	*
No Expenses	6%	5%	6%	5%	7%	7%	7%	6%	2%
No Response	91%	92%	92%	91%	89%	89%	90%	91%	96%

* Less than 1%

If your association pays expenses for committee chairmen, please indicate which expenses are paid.

TABLE 35G

Committee Chairmen	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	9%	14%	5%	26%	9%	10%	12%	10%	5%
Food/Lodging	10%	14%	6%	21%	8%	9%	12%	11%	7%
All Expenses	7%	10%	4%	23%	7%	9%	10%	7%	4%
No Expenses	5%	4%	6%	2%	5%	6%	5%	5%	3%
No Response	78%	73%	84%	58%	78%	77%	73%	77%	87%
BOARD MEETING									
Travel	13%	17%	9%	26%	11%	15%	15%	14%	2%
Food/Lodging	14%	17%	10%	21%	14%	16%	15%	15%	7%
All Expenses	9%	12%	5%	19%	10%	11%	13%	8%	3%
No Expenses	4%	3%	5%	2%	4%	4%	5%	4%	2%
No Response	74%	69%	79%	60%	73%	71%	69%	72%	88%
COMMITTEE MEETING									
Travel	20%	25%	14%	30%	16%	23%	26%	21%	5%
Food/Lodging	20%	23%	17%	28%	14%	23%	26%	20%	7%
All Expenses	13%	17%	9%	28%	14%	17%	22%	11%	4%
No Expenses	3%	2%	4%	2%	4%	3%	3%	5%	2%
No Response	64%	57%	71%	47%	68%	60%	54%	63%	84%

If your association pays expenses for committee members, please indicate which expenses are paid. **TABLE 35H**

Committee Members	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
ANNUAL MEETING									
Travel	7%	10%	3%	21%	8%	7%	8%	8%	2%
Food/Lodging	7%	10%	4%	14%	8%	8%	8%	8%	4%
All Expenses	5%	7%	3%	7%	6%	7%	8%	5%	2%
No Expenses	5%	4%	6%	2%	5%	7%	6%	5%	3%
No Response	83%	79%	87%	70%	80%	80%	79%	82%	91%
BOARD MEETING									
Travel	8%	11%	5%	16%	8%	11%	9%	9%	1%
Food/Lodging	9%	11%	7%	9%	11%	12%	11%	9%	5%
All Expenses	6%	9%	4%	9%	8%	9%	10%	5%	2%
No Expenses	4%	3%	5%	2%	5%	5%	6%	5%	2%
No Response	80%	77%	84%	72%	78%	76%	75%	80%	90%
COMMITTEE MEETING									
Travel	18%	23%	13%	28%	14%	22%	25%	19%	2%
Food/Lodging	18%	21%	16%	23%	14%	22%	25%	18%	6%
All Expenses	12%	16%	9%	19%	11%	16%	21%	10%	3%
No Expenses	3%	3%	4%	2%	4%	3%	3%	5%	2%
No Response	67%	61%	72%	53%	71%	63%	55%	65%	89%

What is the title of the Chief Elected Officer of your association? **TABLE 36**

	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
President	77%	91%	65%	72%	74%	75%	66%	79%	84%
Chairman of the Board	21%	7%	32%	28%	25%	21%	32%	20%	14%
Other	1%	1%	2%	0	2%	3%	2%	*	2%
No Response	1%	1%	1%	0	0	2%	1%	*	1%

* Less than 1%

What is the title of the Chief Staff Executive of your association? **TABLE 37**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
President	18%	4%	30%	23%	20%	17%	24%	17%	12%
Executive Vice-President	25%	25%	25%	21%	29%	21%	19%	24%	38%
Executive Director	48%	61%	37%	40%	43%	50%	48%	50%	40%
Executive Secretary	2%	3%	1%	2%	2%	1%	3%	2%	1%
Managing Director	1%	*	2%	2%	1%	2%	1%	1%	1%
Other	6%	7%	5%	12%	5%	7%	5%	5%	7%
No Response	*	1%	*	0	0	*	1%	*	1%

* Less than 1%

Do you have a president-elect or chairman-elect? **TABLE 38**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	57%	69%	47%	53%	57%	55%	51%	60%	61%
No	42%	31%	52%	47%	43%	45%	49%	40%	38%
No Response	*	*	1%	0	1%	*	1%	*	1%

* Less than 1%

Do you have a past chairman's or past president's council? **TABLE 39**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	32%	32%	30%	28%	37%	37%	29%	31%	31%
No	68%	67%	69%	72%	63%	63%	71%	69%	68%
No Response	1%	1%	1%	0	0	*	1%	*	1%

* Less than 1%

Do you have a code of ethics governing your industry or profession? **TABLE 40**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	58%	75%	43%	53%	54%	48%	43%	61%	77%
No	41%	23%	56%	47%	45%	51%	55%	38%	22%
No Response	1%	1%	1%	0	1%	1%	3%	*	1%

* Less than 1%

Do you have a method to enforce the code of ethics? **TABLE 41**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,156	636	407	23	90	206	169	504	277
Yes	63%	75%	46%	43%	61%	57%	54%	59%	80%
No	35%	24%	51%	48%	39%	40%	42%	39%	20%
No Response	2%	1%	3%	9%	0	2%	4%	2%	*

* Less than 1%

Who is the official spokesperson for your association? **TABLE 42**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Chief Staff Executive	30%	15%	44%	30%	30%	26%	32%	35%	25%
Chief Elected Officer	25%	39%	14%	28%	14%	27%	23%	21%	33%
Combination	44%	45%	40%	40%	56%	46%	43%	43%	41%
Other	1%	1%	1%	2%	1%	1%	2%	1%	1%
No Response	*	0	*	0	0	0	*	*	0

* Less than 1%

FINANCE

Associations continue to keep an average of 42% of their annual operating income in reserve and reported that the average target reserve is 46% of the annual operating income. Three percent of the surveyed associations maintain an average of more than 100% of their annual operating income in liquid reserve.

One-third of the associations have instituted a formal investment policy for association funds. In more than half of the associations (54%), all funds must be deposited in a federally insured account. One-third of the associations allow a portion of funds to be invested in nonfederally insured accounts, while 7% of the participants reported that up to 100% of funds may be deposited in the uninsured accounts.

The majority (90%) of associations have their financial records audited annually, and three-quarters of the participants provide an annual report or financial statement to members.

Almost half (42%) of the participants use the accrual method of accounting, 29% use the cash method, and 27% use a combination of the two.

The average percentage of association income that is taxable increased dramatically from 8% in 1982 to 21% in 1987. This may be the result of associations becoming more active in obtaining income from sources other than dues.

Twelve percent of the associations use lockboxes to speed deposit of funds. Lockboxes are most popular with international associations—21% reported their use.

What percentage of your annual operating income do you maintain in liquid reserve? **TABLE 43**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
0–25%	41%	39%	41%	51%	44%	37%	44%	41%	41%
26–50%	28%	29%	27%	21%	28%	29%	28%	27%	27%
51–75%	7%	7%	8%	7%	5%	8%	5%	7%	8%
76–100%	11%	12%	11%	12%	10%	13%	10%	12%	9%
Over 100%	3%	2%	4%	2%	1%	3%	2%	3%	3%
No Response	10%	11%	9%	7%	13%	9%	10%	9%	13%
Average	42%	42%	43%	36%	35%	45%	38%	42%	40%
Median	30%	30%	30%	25%	25%	33%	30%	30%	30%

What percent of income do you aim to maintain in reserve? **TABLE 44**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
0–25%	32%	31%	31%	40%	38%	26%	34%	34%	31%
26–50%	30%	30%	31%	33%	26%	35%	30%	28%	29%
51–75%	4%	4%	5%	5%	4%	5%	4%	5%	2%
76–100%	15%	15%	16%	12%	13%	17%	16%	15%	12%
Over 100%	3%	2%	4%	5%	2%	4%	2%	4%	3%
No Response	15%	17%	13%	7%	17%	13%	14%	14%	22%
Average	46%	45%	47%	41%	43%	49%	45%	45%	44%
Median	40%	40%	50%	32%	33%	50%	40%	40%	40%

Do you have a formal investment policy for association funds? **TABLE 45**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	33%	35%	31%	42%	32%	36%	39%	31%	28%
No	65%	64%	67%	58%	66%	63%	60%	68%	69%
No Response	2%	2%	2%	0	2%	2%	1%	1%	3%

What types of investments are allowed by your formal investment policy?[1] **TABLE 46**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	658	295	292	18	53	153	153	251	101
All funds must be federally insured	54%	49%	58%	50%	60%	46%	48%	59%	61%
Some funds must be federally insured	33%	35%	32%	22%	30%	39%	39%	29%	24%
No funds must be federally insured	7%	12%	2%	11%	2%	10%	8%	4%	5%
No Response	6%	4%	8%	17%	8%	5%	5%	7%	10%

Who has the authority to invest association funds?[1] TABLE 47

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Chief Staff Executive	68%	65%	70%	72%	65%	68%	67%	72%	59%
Board of Directors	28%	29%	26%	19%	32%	23%	20%	28%	41%
Controller	16%	16%	16%	21%	14%	21%	22%	12%	10%
Finance Committee	22%	29%	16%	19%	22%	22%	22%	20%	27%
Other	20%	21%	20%	9%	16%	21%	24%	19%	13%

[1] Percentages add to more than 100% due to multiple answers.

When does your fiscal year begin? TABLE 48

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
July	21%	25%	18%	33%	17%	25%	20%	22%	16%
January	52%	47%	57%	51%	51%	50%	50%	50%	62%
Other	26%	28%	25%	16%	31%	24%	30%	28%	22%
No Response	*	*	*	0	0	0	*	0	1%

* Less than 1%

Do you require a volunteer officer to countersign checks over a certain amount? TABLE 49

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	46%	47%	46%	33%	44%	37%	35%	46%	69%
No	54%	53%	54%	67%	55%	63%	65%	54%	30%
No Response	*	*	*	0	1%	0	*	0	1%

* Less than 1%

If yes, over what amount requires countersignature? **TABLE 50**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	924	396	440	14	74	159	138	380	247
$1,000 or less	20%	19%	19%	36%	24%	18%	27%	21%	15%
$1,001–2,000	7%	6%	8%	0	7%	8%	7%	6%	8%
$2,001–5,000	15%	13%	16%	14%	14%	25%	22%	12%	8%
$5,001–10,000	4%	4%	4%	0	4%	11%	4%	2%	1%
Over $10,000	3%	3%	3%	0	3%	10%	4%	1%	0
No Response	52%	54%	51%	50%	49%	28%	36%	58%	67%
Average	$5,000	$5,000	$5,000	$2,000	$4,000	$9,000	$5,000	$3,000	$3,000

During the past three years, has the IRS audited your association? **TABLE 51**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	23%	22%	25%	19%	16%	16%	23%	27%	22%
No	76%	77%	74%	79%	83%	83%	76%	72%	77%
No Response	1%	*	1%	2%	1%	1%	1%	1%	1%

* Less than 1%

If the IRS has audited your association, what were the points at issue? **TABLE 52**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	464	187	242	8	27	70	89	225	80
Periodical Advertising Income	34%	43%	29%	13%	33%	29%	36%	36%	33%
Associate Membership Income	2%	3%	2%	0	0	3%	2%	2%	1%
Trade Show Income	7%	5%	9%	0	0	9%	7%	8%	3%
Insurance Income	13%	11%	15%	13%	15%	6%	3%	20%	11%
Mailing Labels	5%	10%	2%	0	0	7%	7%	4%	4%
Foreign Conventions	1%	1%	2%	0	0	3%	1%	1%	0
Other	48%	48%	46%	63%	74%	43%	43%	48%	61%

Are your association's financial records audited annually? **TABLE 53**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	90%	88%	91%	93%	93%	96%	94%	88%	83%
No	9%	11%	9%	7%	7%	4%	6%	11%	16%
No Response	1%	1%	*	0	0	*	*	1%	1%

* Less than 1%

Do you provide an annual report or financial statement to members? **TABLE 54**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	76%	80%	72%	88%	74%	79%	82%	76%	67%
No	23%	19%	26%	12%	25%	20%	17%	23%	32%
No Response	1%	1%	1%	0	1%	1%	1%	1%	2%

What accounting method do you use? **TABLE 55**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Cash	29%	30%	30%	16%	25%	20%	24%	34%	36%
Accrual	42%	40%	44%	63%	39%	52%	50%	36%	38%
Combination	27%	28%	24%	16%	36%	26%	26%	29%	25%
Other	*	*	*	2%	0	1%	0	*	0
No Response	1%	1%	1%	2%	1%	1%	1%	1%	2%

* Less than 1%

What percentage of your total association income is unrelated (taxable)? **TABLE 56**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Less than 2%	4%	5%	3%	5%	3%	4%	5%	4%	2%
2–5%	10%	12%	9%	7%	8%	10%	10%	10%	9%
6–10%	7%	7%	6%	7%	10%	5%	6%	7%	9%
11–20%	5%	6%	4%	5%	1%	6%	5%	4%	4%
21–50%	7%	8%	6%	5%	8%	5%	4%	9%	9%
51–100%	4%	3%	4%	5%	5%	3%	2%	3%	7%
No Response	64%	58%	68%	67%	65%	66%	68%	63%	59%
Average	21%	18%	25%	23%	24%	19%	15%	21%	28%
Median	10%	10%	10%	9%	10%	10%	7%	10%	11%

Does your association use a lockbox as an accounting control and to speed deposit of funds? **TABLE 57**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	12%	16%	9%	12%	8%	21%	18%	7%	7%
No	86%	82%	89%	86%	92%	77%	81%	92%	92%
No Response	1%	1%	2%	2%	0	2%	1%	1%	2%

PERSONNEL

Associations seem to be slowly moving away from fully paying health-care premiums for staff and their dependents. There was a 10% decrease in the number of associations paying the total health insurance premium for staff and dependents, with 67% paying the full premium in 1987, compared to 77% in 1982.

However, associations have increased their payments for dental insurance premiums by 7%. In 1982, 31% of the associations were paying the premiums for staff and their dependents, in 1987 38% were providing the full payment. For staff alone the percent of associations paying the dental premiums increased by 9%, from 17% in 1982 to 26% in 1987.

Health maintenance organizations have become more popular and there was a 4% increase in the number of associations paying the full premium for staff and their dependents. In 1987, 9% of the associations were paying the full premium for staff and dependents as compared with 5% in 1982.

Staff turnover has increased across the board. Average staff turnover in 1982 was 13%, increasing to 24% in 1987.

Per diem rates for staff travel expenses increased with inflation; averages include 22¢ per mile for travel, $36 per day for food, and $81 per day for lodging.

Twenty-one percent of the associations pay moving or relocation expenses for current staff members if they are required to change location. This practice is most common in international (32%) and national (30%) associations. More than one-third (35%) of associations pay moving expenses for newly hired staff.

There has been no change in the number of staff holidays. In 1982 and 1987, an average of nine paid holidays were provided to staff.

Associations' use of a personnel director has not fluctuated: Only 7% of associations have a full-time personnel or human resources director on staff. A personnel director is most commonly staffed in national associations, where 14% reported having a full-time position.

This year the personnel section included several new questions based on trends identified in the association community. These survey questions provide data on maternity leave, incentive/bonus plans, formal salary administration plans, and funded staff benefits.

Does your association provide access to an outplacement service for association employees? **TABLE 58**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	7%	6%	7%	5%	8%	8%	8%	6%	6%
No	92%	92%	91%	95%	90%	90%	91%	93%	93%
No Response	2%	2%	2%	0	2%	3%	1%	2%	1%

Does your association pay moving/relocation expenses for current staff if they are required to change location? **TABLE 59**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	21%	19%	22%	26%	22%	32%	30%	16%	7%
No	70%	72%	69%	70%	69%	59%	60%	76%	82%
No Response	9%	9%	9%	5%	9%	9%	10%	8%	11%

Does your association pay moving/relocation expenses for newly hired staff who must relocate before employment? **TABLE 60**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	35%	31%	37%	40%	41%	43%	47%	28%	26%
No	60%	64%	57%	56%	55%	51%	47%	67%	67%
No Response	5%	5%	6%	5%	4%	6%	6%	4%	6%

How much vacation/annual leave is provided to staff? **TABLE 61A**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number Reporting	706	311	326	22	47	144	163	291	108
Average Days	9	10	9	11	10	10	10	9	8
1–3 Years									
Number Reporting	1,595	661	775	32	127	336	319	631	309
Average Days	11	11	10	11	11	11	11	10	10
4–5 Years									
Number Reporting	1,399	605	654	31	109	299	297	539	264
Average Days	13	13	13	14	13	13	14	13	12
6–10 Years									
Number Reporting	1,395	594	655	32	114	299	286	547	263
Average Days	16	16	15	17	16	16	16	15	15
11–19 Years									
Number Reporting	1,215	510	584	26	95	261	264	480	210
Average Days	18	18	17	20	18	19	18	18	17
20–24 Years									
Number Reporting	1,042	441	489	25	87	223	231	410	178
Average Days	19	19	18	21	19	20	19	19	18
Over 24 Years									
Number Reporting	968	412	456	24	76	203	223	379	163
Average Days	19	19	19	21	19	20	19	19	18

What is the maximum accruable vacation/annual leave? **TABLE 61B**

	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number Reporting	529	239	228	18	44	112	132	204	81
Average Days	21	24	18	20	24	22	22	22	16
1–3 Years									
Number Reporting	937	403	415	26	93	199	204	368	166
Average Days	18	20	17	19	19	19	20	18	16
4–5 Years									
Number Reporting	844	370	362	25	87	183	191	320	150
Average Days	20	22	19	23	19	21	23	20	18
6–10 Years									
Number Reporting	837	369	350	27	91	180	188	326	143
Average Days	22	24	20	23	22	23	23	22	20
11–19 Years									
Number Reporting	744	338	308	23	75	160	172	288	124
Average Days	24	26	22	27	23	25	25	24	21
20–24 Years									
Number Reporting	660	299	269	21	71	139	156	257	108
Average Days	25	27	23	27	24	27	27	25	21
Over 24 Years									
Number Reporting	614	283	250	19	62	127	146	241	100
Average Days	25	27	22	24	23	26	25	25	21

How much sick leave is provided to staff? **TABLE 62A**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number Reporting	703	343	287	22	51	142	157	285	119
Average Days	10	10	10	11	9	9	11	11	8
1–3 Years									
Number Reporting	1,083	512	451	27	93	238	209	438	198
Average Days	11	11	11	12	10	10	11	11	10
4–5 Years									
Number Reporting	958	463	394	25	76	215	194	372	177
Average Days	11	12	11	12	11	11	11	12	11
6–10 Years									
Number Reporting	935	451	380	26	78	211	186	370	168
Average Days	12	12	12	13	12	12	12	13	12
11–19 Years									
Number Reporting	854	416	344	24	70	196	176	330	152
Average Days	12	13	12	14	13	12	11	14	11
20–24 Years									
Number Reporting	789	385	313	23	68	180	164	302	143
Average Days	12	13	12	14	13	12	11	14	11
Over 24 Years									
Number Reporting	742	362	299	22	59	174	152	278	138
Average Days	12	12	11	14	13	12	11	13	11
Granted on as-needed basis	27%	20%	35%	21%	22%	23%	27%	28%	30%

What is the maximum accruable sick leave? **TABLE 62B**

	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Upon Employment									
Number Reporting	467	223	188	12	44	86	93	200	88
Average Days	32	33	31	39	34	30	37	36	21
Percent reporting unlimited accruable leave	5%	6%	3%	14%	5%	7%	7%	5%	1%
1–3 Years									
Number Reporting	627	295	259	15	58	124	118	261	124
Average Days	32	33	29	36	33	30	38	32	26
Percent reporting unlimited accruable leave	6%	7%	4%	16%	7%	8%	6%	5%	3%
4–5 Years									
Number Reporting	553	271	221	14	47	106	107	224	116
Average Days	34	36	30	41	35	33	39	34	28
Percent reporting unlimited accruable leave	5%	7%	3%	12%	7%	8%	5%	5%	2%
6–10 Years									
Number Reporting	533	258	212	14	49	103	98	220	112
Average Days	36	38	32	51	37	37	39	37	30
Percent reporting unlimited accruable leave	5%	7%	3%	12%	6%	8%	5%	5%	2%
11–19 Years									
Number Reporting	502	247	199	13	43	98	91	207	106
Average Days	37	40	33	44	36	38	40	38	30
Percent reporting unlimited accruable leave	5%	6%	3%	12%	6%	7%	5%	4%	2%
20–24 Years									
Number Reporting	474	234	184	13	43	90	93	192	99
Average Days	38	40	35	41	38	40	42	39	31
Percent reporting unlimited accruable leave	4%	6%	3%	9%	5%	7%	4%	4%	2%
Over 24 Years									
Number Reporting	460	231	178	12	39	91	93	177	99
Average Days	38	41	35	44	40	39	42	40	32
Percent reporting unlimited accruable leave	4%	5%	2%	9%	5%	6%	3%	3%	2%

May employees draw accumulated vacation or annual leave as salary? **TABLE 63**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	14%	15%	12%	19%	14%	14%	15%	14%	14%
No	82%	80%	83%	70%	83%	81%	82%	81%	82%
No Response	4%	4%	5%	12%	2%	5%	3%	5%	4%

How many paid holidays are provided each year? **TABLE 64**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Number of Days									
1–5	3%	2%	3%	0	6%	2%	2%	4%	3%
6	9%	8%	9%	5%	8%	5%	5%	11%	12%
7	10%	8%	11%	7%	8%	6%	4%	12%	13%
8	14%	13%	15%	5%	11%	13%	11%	13%	18%
9	15%	14%	17%	12%	10%	14%	13%	17%	14%
10	21%	22%	19%	26%	27%	23%	28%	16%	21%
11	12%	13%	11%	21%	12%	15%	15%	10%	8%
12	6%	6%	7%	5%	5%	8%	9%	6%	3%
More than 12	5%	6%	3%	12%	5%	5%	6%	4%	4%
Average number of days	9	9	9	10	9	10	10	9	9
No Answer	7%	7%	6%	9%	8%	10%	6%	6%	4%

If you have a retirement plan for employees, what formula do you use for computing retirement benefits? **TABLE 65**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Defined Benefit	20%	18%	22%	21%	17%	25%	25%	19%	12%
Defined Contribution —Percent Salary	40%	40%	40%	51%	43%	42%	41%	40%	39%
Defined Contribution —Percent Benefit	2%	2%	2%	0	2%	1%	3%	2%	1%
No Response	38%	40%	36%	28%	38%	32%	31%	39%	48%

If you have a retirement plan in effect for eligible employees, how is it funded? — TABLE 66

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Entirely paid by the association	50%	48%	52%	44%	45%	54%	53%	47%	44%
Employee contributes required amount	11%	10%	10%	23%	14%	13%	14%	10%	5%
Employee pays entire amount	1%	1%	1%	2%	1%	2%	1%	*	2%
Not Applicable	7%	7%	7%	5%	5%	5%	5%	8%	8%
No Response	32%	34%	30%	26%	35%	27%	26%	34%	41%

* Less than 1%

Key retirement plan age and service requirements — TABLE 67

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Normal Retirement Age									
Number Reporting	1,034	393	523	28	90	242	235	407	150
Average	65	65	65	65	65	64	65	65	65
Early Retirement Age									
Number Reporting	736	274	376	19	67	188	158	286	104
Average	58	58	58	59	58	57	57	58	58
Disability Retirement Age									
Number Reporting	187	66	97	3	21	43	47	73	24
Average	54	54	54	60	58	54	54	55	53
Disability Service Requirement									
Number Reporting	252	95	129	7	21	61	61	100	30
Average	8	7	8	11	7	8	8	7	7
Minimum Age to Enter									
Number Reporting	665	269	331	18	47	157	152	250	106
Average	22	22	22	21	21	21	22	22	22
Maximum Age to Enter									
Number Reporting	351	137	177	11	26	93	83	127	48
Average	60	59	60	62	62	60	61	60	60

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68A**

LIFE INSURANCE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	61%	59%	62%	60%	62%	66%	62%	58%	60%
Partial premium paid for staff only	4%	3%	4%	5%	4%	5%	6%	3%	2%
Total premium paid for staff & dependents	6%	3%	11%	2%	2%	4%	7%	8%	4%
Partial premium paid for staff & dependents	2%	2%	1%	5%	3%	2%	3%	1%	3%
Total premium paid for staff & partial for dependents	1%	2%	1%	5%	0	1%	1%	1%	1%
Employee pays all premium	1%	1%	1%	2%	1%	0	1%	2%	2%
Not offered	7%	9%	5%	9%	11%	5%	5%	9%	10%
No Response	18%	21%	16%	12%	17%	17%	15%	19%	19%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68B**

HEALTH INSURANCE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	46%	51%	40%	42%	53%	40%	43%	46%	57%
Partial premium paid for staff only	4%	4%	3%	7%	6%	5%	5%	3%	3%
Total premium paid for staff & dependents	21%	14%	29%	12%	13%	20%	21%	24%	15%
Partial premium paid for staff & dependents	6%	7%	6%	9%	7%	9%	10%	4%	5%
Total premium paid for staff & partial for dependents	6%	5%	6%	12%	7%	8%	10%	4%	2%
Employee pays all premium	*	*	1%	0	0	0	*	1%	1%
Not offered	3%	3%	3%	5%	1%	2%	1%	4%	3%
No Response	14%	14%	14%	14%	14%	15%	11%	15%	15%

* Less than 1%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68C**

HEALTH MAINTENANCE ORGANIZATION (HMO)	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	9%	11%	6%	9%	10%	9%	8%	8%	11%
Partial premium paid for staff only	1%	1%	1%	2%	1%	2%	2%	*	1%
Total premium paid for staff & dependents	3%	3%	4%	7%	3%	2%	2%	4%	4%
Partial premium paid for staff & dependents	2%	3%	1%	2%	3%	4%	4%	1%	2%
Total premium paid for staff & partial for dependents	1%	1%	1%	5%	2%	2%	4%	1%	0
Employee pays all premium	*	*	*	0	0	0	0	*	1%
Not offered	29%	30%	28%	28%	30%	29%	33%	29%	24%
No Response	54%	50%	59%	47%	51%	52%	48%	57%	57%

* Less than 1%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68D**

DISABILITY INCOME CONTINUATION INSURANCE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	45%	41%	47%	51%	49%	52%	49%	43%	37%
Partial premium paid for staff only	3%	4%	3%	7%	2%	5%	6%	2%	1%
Total premium paid for staff & dependents	3%	2%	6%	2%	1%	3%	5%	3%	3%
Partial premium paid for staff & dependents	2%	2%	2%	2%	1%	3%	2%	1%	1%
Total premium paid for staff & partial for dependents	1%	1%	1%	2%	0	*	*	1%	*
Employee pays all premium	2%	2%	2%	5%	1%	1%	3%	2%	2%
Not offered	14%	16%	11%	7%	17%	11%	12%	15%	16%
No Response	30%	33%	28%	23%	30%	26%	23%	32%	39%

* Less than 1%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68E**

DENTAL INSURANCE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	26%	26%	24%	40%	38%	25%	27%	25%	32%
Partial premium paid for staff only	2%	2%	2%	7%	2%	2%	3%	2%	2%
Total premium paid for staff & dependents	12%	7%	18%	7%	8%	13%	13%	13%	8%
Partial premium paid for staff & dependents	4%	5%	4%	5%	5%	6%	7%	3%	2%
Total premium paid for staff & partial for dependents	4%	3%	5%	9%	4%	5%	8%	3%	1%
Employee pays all premium	2%	2%	2%	0	1%	1%	1%	3%	4%
Not offered	18%	21%	15%	12%	14%	17%	15%	19%	16%
No Response	31%	34%	30%	21%	28%	31%	26%	33%	35%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68F**

ACCIDENTAL DEATH AND DISMEMBERMENT	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	46%	42%	48%	60%	54%	52%	55%	43%	38%
Partial premium paid for staff only	2%	2%	2%	9%	4%	3%	3%	2%	1%
Total premium paid for staff & dependents	5%	2%	8%	2%	1%	4%	6%	6%	4%
Partial premium paid for staff & dependents	2%	2%	2%	2%	1%	3%	2%	1%	1%
Total premium paid for staff & partial for dependents	1%	*	1%	5%	0	1%	1%	1%	0
Employee pays all premium	1%	1%	2%	0	0	1%	1%	2%	1%
Not offered	13%	17%	10%	7%	13%	10%	9%	14%	17%
No Response	30%	33%	28%	14%	28%	27%	23%	31%	38%

* Less than 1%

Which of the following types of insurance coverage are offered to all staff members and who pays the premiums? **TABLE 68G**

PROFESSIONAL LIABILITY INSURANCE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Total premium paid for staff only	38%	34%	40%	44%	45%	42%	41%	36%	34%
Partial premium paid for staff only	1%	*	1%	0	2%	1%	1%	1%	*
Total premium paid for staff & dependents	2%	1%	3%	0	0	2%	2%	2%	1%
Partial premium paid for staff & dependents	*	*	*	0	0	*	0	*	*
Total premium paid for staff & partial for dependents	*	*	*	2%	0	0	0	*	1%
Employee pays all premium	*	*	*	0	0	0	*	*	0
Not offered	22%	26%	20%	30%	16%	22%	26%	21%	21%
No Response	37%	39%	37%	23%	37%	33%	31%	40%	42%

* Less than 1%

If your association has a formal policy governing severance pay, what is the severance provision for most employees? **TABLE 69**

	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Not Applicable	48%	47%	50%	44%	44%	42%	44%	52%	52%
Two weeks pay	16%	17%	15%	14%	13%	17%	14%	15%	18%
Four weeks pay	1%	1%	1%	0	2%	1%	*	2%	1%
Varies according to tenure	13%	12%	12%	23%	17%	16%	20%	9%	9%
Varies according to position	5%	5%	5%	12%	6%	4%	5%	6%	6%
Other	3%	4%	2%	0	3%	3%	4%	3%	3%
No Response	14%	13%	15%	7%	14%	17%	13%	14%	12%

* Less than 1%

Who has the authority to set wages for association staff (employees other than the chief staff executive)? — TABLE 70

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Chief Staff Executive (alone or with managers)	50%	49%	51%	49%	49%	58%	58%	43%	46%
Personnel Committee	6%	6%	5%	9%	5%	4%	4%	6%	6%
Board of Directors	27%	26%	27%	21%	30%	18%	22%	31%	33%
Other	14%	15%	13%	21%	14%	13%	14%	16%	13%
No Response	4%	4%	3%	0	2%	7%	3%	3%	2%

Who has the authority to hire and fire staff (employees other than the chief staff executive)? — TABLE 71

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Chief Staff Executive (alone or with managers)	68%	66%	69%	67%	65%	71%	70%	65%	67%
Personnel Committee	1%	2%	1%	0	2%	*	2%	2%	1%
Board of Directors	16%	15%	17%	12%	16%	12%	12%	18%	19%
Other	8%	8%	7%	19%	10%	8%	9%	8%	6%
No Response	7%	9%	7%	2%	7%	8%	7%	7%	6%

* Less than 1%

What was the staff turnover rate in 1986 in your association? — TABLE 72

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
0–10%	15%	16%	13%	21%	19%	17%	17%	14%	13%
11–20%	17%	18%	16%	19%	13%	22%	20%	14%	13%
21–30%	9%	9%	9%	7%	9%	11%	12%	8%	5%
More than 30%	13%	14%	11%	9%	12%	10%	13%	12%	17%
No Response	47%	42%	50%	44%	47%	39%	38%	52%	52%
Average Turnover %	24	23	24	18	23	21	22	25	26

Do you staff a full-time human resources/personnel director? **TABLE 73**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	7%	8%	6%	12%	6%	10%	14%	4%	3%
No	91%	90%	93%	88%	92%	86%	86%	95%	96%
No Response	2%	2%	1%	0	2%	3%	1%	2%	1%

Does your association provide travel insurance for staff while on association business? **TABLE 74**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	51%	51%	50%	63%	50%	62%	63%	45%	38%
No	47%	45%	48%	35%	48%	34%	36%	53%	59%
No Response	3%	3%	2%	2%	2%	4%	1%	3%	3%

What are the provisions of your maternity leave policy?[1] **TABLE 75**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Leave of absence for 3 months	21%	24%	18%	16%	20%	23%	22%	18%	22%
Leave of absence for 4–6 months	6%	7%	4%	14%	10%	5%	9%	5%	4%
Leave of absence on case-by-case basis	19%	20%	18%	21%	17%	17%	21%	18%	20%
Sick, annual leave may be used	32%	39%	25%	47%	31%	34%	36%	30%	29%
Insurance benefits for part of leave	7%	8%	5%	14%	5%	9%	7%	6%	5%
Insurance benefits for all of leave	28%	31%	24%	30%	34%	27%	33%	25%	27%
No formal policy	40%	34%	47%	28%	34%	38%	34%	42%	42%

[1] Percentages add to more than 100% because of duplicate answers.

Does your association have an incentive or cash bonus system? **TABLE 76**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes. For select staff only	12%	8%	15%	5%	14%	11%	10%	13%	10%
Yes. For all staff	9%	10%	8%	5%	9%	10%	8%	8%	10%
No	77%	80%	75%	88%	73%	75%	81%	76%	78%
No Response	3%	3%	2%	2%	4%	4%	2%	3%	2%

Do you have a formal salary administration plan? **TABLE 77**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	17%	19%	15%	26%	20%	21%	26%	14%	13%
No	79%	78%	82%	70%	75%	74%	73%	83%	85%
No Response	3%	3%	3%	5%	5%	6%	1%	3%	2%

Which of the following benefits are available for all staff and paid for by the association?[1] **TABLE 78**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Free Parking	59%	60%	59%	44%	62%	51%	48%	66%	67%
Membership Dues	38%	34%	42%	47%	38%	41%	38%	40%	29%
Tuition Assistance	35%	35%	34%	40%	41%	39%	39%	32%	31%
Educational Seminars	59%	58%	59%	56%	65%	60%	56%	62%	54%
In-house educational programs	22%	23%	20%	30%	29%	23%	19%	23%	24%
Credit Union	12%	14%	11%	21%	14%	10%	9%	13%	17%
401(k)	12%	9%	14%	19%	11%	13%	19%	10%	9%
Daycare for children	1%	1%	1%	0	1%	*	1%	1%	1%
Other	6%	6%	5%	9%	7%	7%	7%	4%	6%

[1] Percentages add to more than 100% due tc duplicate answers.

* Less than 1%

If per diem rates are used to reimburse staff travel expenses, what are the rates for:

TABLE 79

Travel—cents per mile	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,201	554	508	29	110	245	221	537	198
Less than 10¢	*	*	*	0	0	0	0	1%	0
10¢–14¢	1%	*	1%	3%	0	2%	1%	*	0
15¢–19¢	3%	5%	2%	7%	2%	2%	5%	3%	4%
20¢–24¢	83%	80%	87%	79%	82%	87%	83%	83%	81%
25¢ or more	12%	14%	10%	10%	16%	9%	11%	13%	16%
Average ¢ per mile	22	22	22	21	22	21	22	22	22
Unlimited/actual**	6	5	1	0	0	0	1	4	1

Food—$ per day	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	310	205	66	9	30	79	79	100	52
Less than $10	*	0	2%	0	0	0	0	0	2%
$10–$19	9%	9%	9%	11%	3%	1%	8%	18%	4%
$20–$29	31%	30%	30%	33%	37%	30%	34%	33%	23%
$30–$39	29%	30%	30%	11%	30%	35%	34%	23%	25%
$40–$49	10%	9%	6%	22%	17%	11%	9%	5%	17%
$50 or more	21%	21%	23%	22%	13%	22%	15%	21%	29%
Average food $ per day	36	37	35	34	35	36	34	35	42
Unlimited/actual**	286	117	134	6	29	47	38	159	42

Hotel—$ per day	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	101	58	29	4	10	29	28	30	14
Less than $20	1%	2%	0	0	0	0	0	3%	0
$20–$39	16%	19%	10%	0	20%	10%	11%	27%	14%
$40–$59	8%	5%	14%	0	10%	7%	11%	7%	7%
$60–$79	30%	29%	31%	25%	30%	24%	39%	37%	7%
$80–$99	11%	9%	14%	50%	0	14%	21%	0	7%
$100 or more	35%	36%	31%	25%	40%	45%	18%	27%	64%
Average hotel $ per day	81	81	80	86	80	87	75	74	93
Unlimited/actual dollars**	375	188	145	6	36	62	61	196	56

* Less than 1%

** Number of participants that pay actual travel expense with no set limit.

As a policy, how many hours do you expect full-time staff to work each week?

TABLE 80

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
35 hours	22%	22%	24%	28%	16%	28%	29%	18%	19%
37.5 hours	31%	32%	31%	21%	30%	31%	34%	30%	29%
40 hours	38%	38%	37%	44%	44%	31%	31%	43%	44%
Other	5%	6%	5%	7%	7%	4%	5%	5%	7%
No Response	3%	3%	3%	0	4%	6%	2%	3%	2%

OFFICE MANAGEMENT

Less than one-third (20%) of the participants own and occupy an entire building, and 13% own a building and occupy part of it. Sixty-four percent lease space: 3% in an entire building and 61% in part of a building.

Ownership of telephone equipment increased dramatically, from 24% in 1982 to 70% in 1987. Almost one-quarter (22%) of the associations have a toll-free (800) number.

Use of computers increased: 88% of the 1987 participants use a computer, compared to approximately 70% in 1982. The majority (74%) maintain the computer in-house, as opposed to 8% that use a service bureau and 14% that use an in-house/service bureau combination. The most common computer uses include word processing, member records, accounting, and convention registration.

Sixty-eight percent of the associations carry officers' and directors' liability coverage, 41% professional liability, and 27% fiduciary liability.

Casualty coverage purchased by the associations includes: general liability (75%), fire and related perils (66%), and umbrella and excess liability (56%). Sixteen percent carry convention cancellation insurance.

Does the association own or lease office space for its headquarters? **TABLE 81**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Owns & occupies entire building	20%	27%	15%	23%	20%	18%	15%	20%	30%
Owns building & occupies part	13%	15%	11%	9%	16%	11%	11%	13%	16%
Leases an entire building	3%	3%	3%	0	4%	4%	2%	2%	3%
Leases space in a building	61%	52%	69%	63%	57%	63%	69%	61%	50%
No Response	3%	3%	3%	5%	2%	5%	3%	3%	1%

What is the average number of square feet that a staff member occupies in your headquarters?[1] **TABLE 82**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Less than 200	14%	16%	11%	23%	22%	12%	17%	13%	15%
200–400	43%	41%	45%	49%	40%	46%	49%	43%	32%
401–600	18%	17%	19%	5%	20%	20%	16%	18%	18%
Over 600	14%	14%	15%	17%	8%	10%	10%	15%	21%
Average	500	500	520	620	390	480	440	530	530
No Response	11%	13%	10%	7%	10%	12%	8%	11%	13%

[1] Average square feet is calculated by dividing the total square footage by the number of staff.

Does your association own or lease phone equipment? **TABLE 83**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Own	70%	70%	70%	67%	69%	65%	71%	71%	70%
Lease	28%	27%	28%	30%	31%	30%	28%	26%	28%
No Response	2%	3%	3%	2%	0	4%	1%	2%	1%

Does your association have an 800 (toll-free) telephone number? **TABLE 84**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	22%	22%	22%	26%	20%	20%	24%	29%	6%
No	78%	78%	77%	74%	80%	79%	76%	71%	94%
No Response	1%	1%	1%	0	0	1%	0	1%	0

Does your association use a computer to manage activities? **TABLE 85**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	88%	92%	85%	86%	84%	92%	91%	87%	83%
No	11%	7%	14%	14%	15%	6%	9%	12%	16%
No Response	1%	1%	1%	0	1%	2%	1%	1%	1%

Do you use a computer service bureau or maintain the computer in-house? **TABLE 86**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,765	778	809	37	141	395	359	712	299
Service Bureau	8%	8%	8%	5%	9%	8%	8%	8%	9%
In-House	74%	75%	74%	70%	68%	75%	68%	77%	71%
Combination	14%	14%	13%	24%	23%	14%	22%	11%	15%
No Response	4%	3%	5%	0	1%	3%	3%	4%	5%

Which of the following activities does the computer support?[1] **TABLE 87**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,765	778	809	37	141	395	359	712	299
Member Records	93%	95%	92%	84%	94%	95%	94%	92%	93%
Word Processing	94%	92%	95%	92%	94%	94%	92%	95%	91%
Accounting	80%	81%	79%	84%	85%	86%	82%	73%	88%
Convention Registration	62%	61%	64%	65%	64%	79%	67%	66%	26%
Order Fulfillment	21%	24%	18%	32%	20%	37%	31%	12%	9%
Group Insurance	11%	7%	16%	3%	6%	6%	7%	16%	10%
Subscriptions	32%	41%	25%	30%	33%	51%	43%	25%	12%
Fund Raising	19%	25%	13%	27%	21%	21%	20%	18%	20%
Electronic Mail	20%	22%	18%	35%	20%	23%	21%	18%	22%
Electronic Bulletin	10%	12%	7%	14%	11%	12%	10%	8%	11%
Government Affairs	27%	23%	32%	27%	28%	14%	22%	41%	19%
Other	13%	12%	13%	22%	13%	11%	11%	13%	15%

[1] Percentages add to more than 100% due to multiple activities reported.

Which of the following liability coverages does your association purchase as separate policies?[1] **TABLE 88**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Officers & Directors	68%	70%	67%	65%	65%	74%	68%	64%	71%
Professional Liability	41%	41%	41%	28%	46%	49%	37%	37%	44%
Publishers Liability	9%	11%	7%	5%	10%	17%	10%	7%	4%
Fiduciary Liability	27%	27%	30%	26%	19%	33%	26%	27%	23%
No Response	20%	19%	21%	26%	20%	15%	19%	25%	19%

[1] Percentages add to more than 100% due to multiple policies reported.

Which of the following casualty coverage plans does your association purchase as separate policies?[1] **TABLE 89**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Convention Cancellation	16%	18%	15%	14%	13%	30%	21%	12%	3%
General Liability	75%	75%	75%	79%	77%	76%	75%	76%	74%
Automobile Liability	55%	48%	62%	56%	51%	49%	48%	62%	53%
Fire & Related Perils	66%	66%	66%	63%	64%	64%	61%	68%	68%
Umbrella & Excess Liability	56%	55%	57%	60%	55%	61%	51%	54%	58%
No Response	11%	11%	11%	14%	13%	12%	12%	10%	10%

[1] Percentages add to more than 100% due to multiple policies reported.

SECTION VII

MEMBERSHIP

The average turnover in association membership increased slightly from 10% in 1982 to 11% in 1987, with turnover in individual membership organizations remaining constant at 13% and turnover in corporate membership associations increasing from 8% to 9%. Organizations with associations as members reported a steady 8% turnover rate.

Of the associations surveyed, 47% reported a membership category for industry suppliers, which is most commonly designated "associate" (57%). Thirty percent of associations permit suppliers to be elected to an association office.

Of the participants, 42% included a membership category for interested parties such as students, educators, or consumers, with dues tending to be less for this category than for regular members.

Twenty-three percent of the participants have formed membership sections to meet the specialized needs of member subgroups; 85% of these associations require regular membership as a prerequisite to section membership. For 36% of the participants with sections, dues are included in regular dues and 33% charge a fee for section membership in addition to regular dues.

The number of associations representing members outside of the country in which they are headquartered increased from 37% in 1982 to 41% in 1987. Thirty-four percent of the associations differentiate services, by way of special services or special dues, for members outside the home country. The number of associations having chapters in other countries did not change and remains at 10%. Thirty-one percent of the respondents participate in federations of similar societies around the world.

How is your membership distributed by category? **TABLE 90**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
Primary[1]									
Average	80%	81%	78%	89%	78%	77%	82%	82%	76%
Related to Primary[2]									
Average	25%	23%	24%	42%	38%	23%	22%	21%	37%
Affiliate[3]									
Average	14%	10%	18%	12%	20%	13%	18%	13%	15%
Associate[4]									
Average	22%	10%	27%	19%	19%	22%	19%	22%	29%
Life[5]									
Average	7%	7%	4%	0	5%	7%	6%	6%	8%
Student									
Average	10%	11%	5%	2%	6%	9%	15%	8%	9%
Other									
Average	26%	27%	21%	99%	30%	22%	39%	21%	23%

[1] Primary is defined as regular, voting membership.

[2] Related to Primary is defined as related, but with different benefits and privileges.

[3] Affiliate is defined as interested or related but not primary.

[4] Associate is defined as suppliers to primary members.

[5] Life is defined as honorary or retired members.

Do you have a membership category for industry suppliers? **TABLE 91**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	47%	30%	64%	19%	49%	47%	38%	50%	49%
No	51%	69%	36%	79%	48%	51%	60%	48%	50%
No Response	1%	2%	1%	2%	4%	2%	1%	2%	1%

What do you call the category for suppliers? **TABLE 92**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	943	250	604	8	81	203	152	413	175
Associate	57%	31%	69%	25%	52%	54%	63%	63%	41%
Affiliate	16%	40%	7%	25%	12%	8%	5%	13%	43%
Sustaining	4%	9%	2%	0	5%	9%	7%	2%	1%
Supplier	7%	1%	9%	0	5%	9%	7%	4%	9%
Service	1%	1%	0	25%	0	0	2%	1%	0
Other	13%	15%	11%	13%	19%	17%	13%	14%	4%
No Response	3%	2%	2%	13%	7%	3%	3%	2%	3%

Does the supplier group pay higher dues than the primary membership class? **TABLE 93**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	943	250	604	8	81	203	152	413	175
Yes	22%	37%	16%	25%	26%	35%	32%	16%	14%
No	75%	62%	82%	50%	72%	63%	63%	82%	86%
No Response	2%	1%	2%	25%	2%	2%	6%	2%	0

Is the supplier membership regulated by separate policies defining participation in the association? **TABLE 94**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	943	250	604	8	81	203	152	413	175
Yes	68%	75%	67%	50%	51%	67%	67%	69%	63%
No	31%	24%	32%	25%	48%	31%	30%	30%	37%
No Response	1%	1%	1%	25%	1%	2%	3%	1%	0

Can suppliers hold office? **TABLE 95**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	943	250	604	8	81	203	152	413	175
Yes, all offices	11%	6%	11%	0	19%	12%	14%	9%	10%
Yes, limited	19%	14%	20%	0	26%	23%	14%	16%	25%
No	70%	78%	68%	75%	53%	65%	69%	75%	65%
No Response	1%	1%	*	25%	2%	1%	2%	*	1%

* Less than 1%

Do you have a membership classification for other interested parties? **TABLE 96**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	42%	58%	27%	30%	47%	48%	38%	42%	40%
No	54%	37%	70%	65%	49%	48%	57%	55%	58%
No Response	4%	4%	3%	5%	4%	4%	5%	3%	3%

How do the dues for this category compare to those for the regular members? **TABLE 97**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	843	492	260	13	78	206	151	343	143
Same as regular members	14%	16%	11%	15%	13%	16%	14%	13%	14%
Less than regular members	79%	77%	83%	54%	78%	75%	74%	82%	82%
More than regular members	4%	4%	3%	15%	5%	4%	8%	2%	2%
No Response	3%	3%	3%	15%	4%	5%	5%	2%	2%

Do you have membership sections based on areas of specialization? **TABLE 98**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	23%	28%	18%	5%	26%	27%	24%	22%	19%
No	74%	68%	79%	84%	71%	71%	73%	75%	77%
No Response	3%	4%	3%	12%	3%	2%	3%	4%	4%

If yes, is regular membership a prerequisite for membership in a section?[1] TABLE 99

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	455	235	175	2	43	114	96	177	68
Yes	85%	86%	83%	100%	81%	82%	84%	85%	90%
No	14%	12%	14%	0	19%	18%	14%	12%	10%
No Response	2%	1%	3%	0	0	1%	2%	3%	0

[1] Based on respondents with membership sections.

What are the dues for section membership? TABLE 100

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	455	235	175	2	43	114	96	177	68
Same as regular dues	20%	17%	24%	0	26%	19%	17%	20%	28%
Included in regular dues	36%	32%	39%	0	40%	42%	39%	36%	19%
A fee in addition to regular dues	33%	40%	24%	50%	28%	26%	32%	32%	44%
Other	8%	7%	9%	50%	5%	10%	10%	6%	6%
No Response	4%	4%	3%	0	2%	3%	2%	5%	3%

Does your association have members outside the country in which you are headquartered? TABLE 101

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	41%	50%	35%	26%	40%	95%	62%	18%	8%
No	56%	48%	63%	67%	56%	4%	36%	78%	90%
No Response	2%	3%	2%	7%	4%	1%	3%	3%	2%

If yes, do you differentiate services for members within your country and others (special dues, special services)?[1] TABLE 102

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	831	418	335	11	67	406	243	152	30
Yes	34%	29%	41%	18%	24%	38%	32%	24%	27%
No	66%	70%	57%	82%	76%	61%	67%	74%	70%
No Response	1%	*	1%	0	0	*	1%	1%	3%

[1] Based on respondents with members outside of headquarters country.

* Less than 1%

Do you have chapters in other countries? **TABLE 103**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	10%	16%	4%	12%	10%	34%	8%	2%	1%
No	86%	80%	92%	81%	85%	64%	89%	93%	94%
No Response	4%	4%	4%	7%	5%	2%	3%	6%	4%

Do you participate in federations of similar societies around the world? **TABLE 104**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	31%	34%	28%	28%	36%	44%	39%	23%	26%
No	64%	60%	68%	53%	60%	53%	56%	72%	67%
No Response	5%	5%	4%	19%	4%	2%	5%	6%	6%

What was the membership turnover last year in your association?[1] **TABLE 105**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,579	670	760	15	134	354	308	625	292
Average turnover	11%	13%	9%	8%	13%	12%	11%	9%	13%

[1] Turnover is calculated by taking the number of members at the beginning and end of the year and finding the average. Divide this average into the number of members who left or dropped out during the year.

Do you pay a commission to staff for bringing in new members? **TABLE 106**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	7%	2%	10%	2%	10%	3%	4%	8%	11%
No	88%	91%	85%	88%	86%	92%	90%	85%	85%
No Response	6%	7%	5%	9%	4%	5%	6%	7%	4%

DUES

More than half (54%) of the participants reported assessing a dues increase within the last three years, with an average increase of 20%. These figures represent a trend toward fewer and smaller dues increases than those reported in the 1978 and 1982 studies. In 1982, for example, 66% of the respondents reported a dues increase in the previous three years, with an average increase of 24%. In 1978, 58% increased dues during the previous three years, with an average increase of 29%.

The vast majority (82%) of individual membership organizations base their dues on a flat or fixed rate. A flat rate is used by 26% of corporate membership associations, 33% of organizations with associations as members, and 62% of combination membership groups. Approximately one-fourth (24%) of corporate membership associations use a rate based on income from a percentage of sales.

More than half of the associations bill on a calendar-year basis, and 20% bill on the member's anniversary date.

Have you increased dues during the last three years? **TABLE 107**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	54%	56%	54%	47%	50%	58%	56%	54%	49%
No	43%	40%	45%	47%	47%	40%	42%	44%	49%
No Response	2%	3%	1%	7%	3%	3%	3%	2%	2%

If yes, what was the percent of the increase? **TABLE 108**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,022	460	465	18	79	233	200	419	170
Amount of increase	20%	22%	18%	22%	21%	21%	22%	19%	16%

If no, when were your dues last increased? **TABLE 109**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	871	341	432	20	78	170	164	362	175
Prior to 1976	7%	6%	9%	10%	3%	9%	7%	8%	3%
1976–77	4%	4%	4%	5%	5%	3%	7%	3%	4%
1978–79	6%	6%	7%	5%	8%	6%	4%	7%	7%
1980–81	18%	17%	19%	20%	21%	19%	16%	19%	17%
1982–83	49%	54%	47%	35%	45%	48%	45%	51%	52%
No Response	15%	14%	15%	25%	19%	16%	21%	12%	17%

What is your dues base? **TABLE 110**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Flat or fixed rate	53%	82%	26%	33%	62%	59%	48%	46%	67%
Percentage of sales dollars	12%	*	24%	0	3%	17%	18%	9%	5%
Units of production	4%	1%	5%	5%	8%	3%	3%	5%	1%
Number of employees	5%	2%	9%	0	4%	2%	3%	7%	8%
Units of equipment	1%	0	2%	0	2%	*	1%	1%	1%
Number of plants	*	0	1%	2%	0	1%	1%	1%	0
Assets	2%	0	3%	0	1%	0	2%	3%	*
Payroll	1%	*	2%	0	0	0	1%	1%	3%
Salary	1%	2%	0	0	1%	1%	1%	1%	0
Total income	2%	*	3%	2%	1%	1%	1%	3%	1%
Other	16%	7%	22%	51%	14%	12%	17%	20%	11%
No Response	3%	5%	1%	7%	4%	3%	4%	3%	3%

* Less than 1%

What is the dues amount?
Membership type: Individuals

TABLE 111A

Flat Dues Base	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	654	165	107	238	144
Less than $50	24%	33%	35%	19%	14%
$50–100	26%	38%	27%	23%	19%
$101–200	26%	16%	21%	31%	31%
$201–300	14%	9%	7%	11%	28%
$301–400	5%	2%	8%	7%	4%
Over $400	5%	2%	2%	9%	3%
Average Dues Amount	$162	$132	$186	$162	$179

Minimum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	266	64	41	116	45
Less than $25	33%	30%	46%	28%	36%
$25–50	24%	41%	24%	22%	9%
$51–75	19%	16%	5%	23%	24%
$76–100	5%	3%	5%	6%	2%
$101–125	4%	2%	2%	6%	4%
$126–150	3%	6%	0	3%	0
Over $150	13%	3%	17%	12%	24%
Average Dues Amount	$68	$45	$96	$64	$82

Maximum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	248	58	37	118	35
Less than $100	35%	52%	51%	25%	26%
$100–200	27%	16%	11%	36%	31%
$201–300	13%	14%	11%	10%	26%
$301–400	7%	9%	8%	6%	9%
$401–500	4%	3%	5%	5%	3%
Over $500	13%	7%	14%	17%	6%
Average Dues Amount	$399	$182	$720	$466	$200

What is the dues amount? **TABLE 111B**
Membership type: Companies

Flat Dues Base	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	243	60	37	95	51
Less than $100	9%	5%	11%	11%	10%
$100–500	66%	58%	49%	73%	76%
$501–1,000	10%	13%	8%	11%	8%
$1,001–1,500	4%	5%	14%	1%	2%
$1,501–2,000	2%	5%	0	0	2%
Over $2,000	9%	13%	19%	5%	2%
Average Dues Amount	$855	$1,071	$1,259	$798	$416

Minimum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	676	133	150	302	91
Less than $250	53%	43%	37%	65%	55%
$250–500	17%	17%	15%	16%	25%
$501–1,000	19%	24%	29%	13%	14%
$1,001–1,500	3%	6%	5%	1%	2%
$1,501–2,000	2%	2%	4%	1%	2%
Over $2,000	6%	9%	11%	3%	1%
Average Dues Amount	$802	$757	$1,378	$665	$371

Maximum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	505	107	113	229	56
Less than $1,000	28%	30%	16%	32%	30%
$1,000–5,000	32%	25%	27%	36%	45%
$5,001–10,000	19%	21%	20%	19%	9%
$10,001–20,000	9%	12%	13%	7%	5%
$20,001–30,000	4%	1%	5%	4%	9%
Over $30,000	7%	10%	19%	2%	2%
Average Dues Amount	$10,921	$11,893	$21,561	$6,480	$5,825

What is the dues amount?
Membership type: Associations

TABLE 111C

Flat Dues Base	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	12	4	3	5	0
Less than $500	67%	25%	100%	80%	
$500–1,000	17%	50%	0	0	
$1,001–2,000	0	0	0	0	
$2,001–3,000	8%	0	0	20%	
Over $3,000	8%	25%	0	0	
Average Dues Amount	$1,320	$3,328	$100	$444	

Minimum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	18	2	11	5	0
Less than $500	50%	50%	55%	40%	
$500–1,000	28%	50%	9%	60%	
$1,001–2,000	6%	0	9%	0	
$2,001–3,000	6%	0	9%	0	
$3,001–4,000	0	0	0	0	
Over $4,000	11%	0	18%	0	
Average Dues Amount	$1,542	$540	$2,202	$488	

Maximum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	11	1	6	4	0
Less than $2,500	18%	0	33%	0	
$2,500–5,000	27%	0	17%	50%	
$5,001–8,000	27%	0	33%	25%	
$8,001–11,000	0	0	0	0	
$11,001–14,000	9%	100%	0	0	
Over $14,000	18%	0	17%	25%	
Average Dues Amount	$7,209	$12,000	$6,555	$6,996	

What is the dues amount?
Membership type: Combined

TABLE 111D

Flat Dues Base	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	92	14	24	24	30
Less than $100	42%	50%	46%	67%	17%
$100–200	24%	14%	25%	13%	37%
$201–300	18%	7%	17%	8%	33%
$301–400	9%	21%	0	8%	10%
$401–500	0	0	0	0	0
Over $500	7%	7%	13%	4%	3%
Average Dues Amount	$249	$174	$308	$202	$274

Minimum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	91	14	23	33	21
Less than $50	26%	36%	30%	24%	19%
$50–100	22%	21%	22%	21%	24%
$101–200	21%	14%	9%	24%	33%
$201–300	13%	7%	17%	18%	5%
$301–400	9%	7%	9%	6%	14%
Over $400	9%	14%	13%	6%	5%
Average Dues Amount	$216	$196	$373	$135	$190

Maximum Dues	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	68	13	16	25	14
Less than $500	41%	46%	50%	32%	43%
$500–1,000	18%	23%	6%	24%	14%
$1,001–5,000	21%	23%	19%	24%	14%
$5,001–10,000	9%	0	6%	8%	21%
$10,001–15,000	1%	8%	0	0	0
$15,001–20,000	1%	0	0	4%	0
Over $20,000	9%	0	19%	8%	7%
Average Dues Amount	$14,089	$1,748	$47,352	$5,085	$3,609

What is the basis for dues billing? **TABLE 112**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Calendar	55%	57%	55%	58%	46%	55%	47%	59%	57%
Anniversary	20%	22%	16%	9%	37%	24%	23%	16%	22%
Other	21%	15%	27%	23%	13%	18%	25%	22%	18%
No Response	3%	5%	1%	9%	4%	3%	4%	3%	3%

SERVICES AND MARKETING

Associations are increasingly relying on services as a source of income beyond dues. In the five years since 1982, the number of associations charging nonmembers a higher price for services (than members) has risen by 5% from 77% in 1982 to 82% in 1987. Another source of nondues income is member travel programs, such as package tours, with 24% of the participants in 1987 offering this service.

Over half (59%) of the responding associations have set up a library or offer an information service. Of these, 93% function as a member service, with 5% operating as a profit center.

About half (52%) of the associations provide group insurance programs to members. There was no change from the kinds of insurance programs available in 1982, with the most common programs being life, major medical, and accident. In 1982, 12% offered product liability insurance and 37% offered professional liability insurance, and in 1987, 11% offered product liability and 29% professional liability, probably reflecting restricted markets.

Forty-three percent of the associations derive income from insurance programs in the form of an administrative fee, while 31% receive no income from insurance programs.

Mediation and arbitration services for members were offered by 20% of the associations. Mediation services are most popular among individual membership societies (25%), and 44% of the associations offered the service as a means of settling general contract disputes as opposed to negotiating labor disputes.

Members' needs are most commonly assessed by mail surveys (73%), followed by committee input (70%). Twenty percent use focus groups.

Eighteen percent of associations have a written marketing plan. Written plans are most commonly found in international (27%) and national (21%) associations.

Do you have an information service/library? **TABLE 113**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	59%	55%	62%	65%	63%	61%	58%	56%	66%
No	40%	44%	37%	35%	35%	38%	41%	43%	32%
No Response	1%	1%	1%	0	1%	1%	1%	1%	2%

If yes, is it intended to be a "profit center" or operated solely as a member service? **TABLE 114**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,188	465	589	28	106	263	228	460	237
Profit Center	5%	5%	6%	7%	5%	9%	8%	4%	2%
Member Service	93%	93%	93%	93%	94%	90%	91%	95%	97%
No Response	1%	2%	1%	0	1%	1%	*	2%	1%

* Less than 1%

Does your association provide group insurance programs to members? **TABLE 115**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	52%	52%	53%	28%	43%	44%	39%	62%	50%
No	47%	46%	45%	72%	54%	55%	58%	37%	48%
No Response	2%	2%	1%	0	2%	2%	3%	1%	2%

What kinds of insurance are offered?[1] **TABLE 116**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,033	443	506	12	72	187	156	512	178
Life	78%	78%	78%	83%	71%	79%	77%	79%	72%
Accident	58%	58%	60%	33%	49%	58%	61%	58%	53%
Dental	43%	25%	59%	8%	40%	24%	29%	49%	55%
Professional Liability	29%	41%	19%	42%	29%	20%	32%	33%	26%
Casualty	27%	19%	33%	50%	29%	29%	26%	29%	21%
Supplemental Life	26%	24%	30%	8%	17%	25%	27%	29%	19%
Major Medical & Hospitalization	79%	76%	82%	58%	83%	67%	66%	84%	92%
Disability or Income Continuation	57%	61%	56%	42%	43%	55%	52%	60%	56%
Pension & Retirement	15%	12%	18%	17%	21%	9%	12%	19%	16%
Worker's Compensation	31%	14%	45%	25%	39%	18%	18%	40%	31%
Product Liability	11%	3%	17%	0	13%	14%	13%	9%	10%
Other	7%	9%	7%	8%	6%	10%	11%	7%	4%

[1] Percentages add to more than 100% due to multiple responses.

How are group insurance programs related to the association?[1] TABLE 117

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,033	443	506	12	72	187	156	512	178
Endorse Only	72%	80%	65%	75%	74%	75%	81%	70%	66%
Endorse & fully administer	16%	11%	21%	8%	17%	9%	10%	20%	19%
Retain some risk	7%	2%	11%	8%	3%	3%	1%	11%	4%
Retain all risk	1%	*	1%	0	0	0	0	1%	1%
Operate as 501(c)(9) Trust	10%	4%	16%	8%	6%	6%	8%	13%	7%
Administer through an owned agency	10%	7%	11%	8%	17%	6%	7%	12%	10%
Other	6%	7%	6%	0	8%	4%	4%	7%	10%

[1] Percentages add to more than 100% due to multiple responses.

* Less than 1%

What types of income do you derive from group insurance programs?[1] TABLE 118

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,033	443	506	12	72	187	156	512	178
Administrative Fee	43%	35%	49%	50%	42%	32%	33%	52%	37%
Reimbursement for Marketing	18%	13%	22%	17%	22%	21%	12%	21%	13%
Dividends	9%	7%	10%	0	7%	10%	10%	10%	4%
All Profits	2%	2%	2%	8%	3%	1%	1%	3%	1%
Royalty or licensing fee	9%	8%	9%	8%	13%	10%	15%	9%	3%
Other	6%	4%	8%	0	1%	5%	4%	7%	4%
No Income	31%	41%	22%	33%	35%	33%	35%	23%	49%

[1] Percentages add to more than 100% due to multiple responses.

In general, are association services available to nonmembers? TABLE 119

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	64%	64%	64%	56%	70%	74%	68%	63%	54%
No	32%	32%	32%	42%	26%	24%	29%	33%	42%
No Response	3%	3%	3%	2%	4%	2%	4%	4%	4%

If yes, do nonmembers generally pay a higher price for services? TABLE 120

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,293	543	609	24	117	316	267	516	194
Yes	82%	79%	86%	75%	74%	88%	81%	81%	75%
No	16%	19%	12%	21%	22%	10%	18%	18%	21%
No Response	2%	2%	2%	4%	3%	3%	1%	1%	5%

If yes, how much more than members do nonmembers pay for the following services?[1] TABLE 121

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	953	425	438	18	76	252	212	413	149
Education Programs	30%	27%	35%	23%	28%	30%	29%	31%	32%
Publications, Printed Materials	34%	26%	41%	27%	28%	35%	35%	33%	26%
Cassettes	27%	20%	36%	14%	19%	28%	28%	26%	25%
Films, Audiovisuals	30%	21%	38%	11%	21%	33%	30%	28%	22%
Journals	34%	35%	36%	16%	34%	39%	32%	34%	21%
Insurance	13%	7%	17%	0	12%	18%	17%	10%	5%
Convention Registration	32%	32%	33%	33%	27%	33%	34%	32%	25%
Other	35%	34%	40%	0	17%	35%	37%	37%	30%

[1] Data presented is the average percent higher price for nonmembers.

Do you have an in-house travel agency? TABLE 122

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	2%	2%	2%	2%	3%	4%	3%	1%	2%
No	96%	96%	97%	95%	96%	94%	97%	98%	95%
No Response	1%	2%	1%	2%	1%	2%	1%	*	3%

* Less than 1%

Do you sponsor travel programs (e.g., package tours) for members? TABLE 123

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	24%	30%	20%	16%	17%	25%	19%	26%	21%
No	75%	68%	80%	81%	81%	73%	79%	73%	76%
No Response	1%	2%	1%	2%	2%	1%	2%	*	3%

* Less than 1%

What types of "group purchasing" services do you provide to members?[1] TABLE 124

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Financial (loan, credit card)	8%	10%	6%	7%	4%	6%	8%	9%	6%
Personal Purchases	2%	3%	2%	2%	1%	2%	1%	2%	4%
Business Equipment	8%	7%	10%	9%	6%	5%	3%	11%	13%
Business Forms	12%	10%	14%	12%	10%	5%	3%	16%	20%
Other	7%	6%	8%	5%	9%	4%	6%	9%	8%
None	68%	66%	70%	72%	67%	77%	76%	64%	59%

[1] Percentages add to more than 100% due to multiple responses.

Do you provide mediation or arbitration services for members? TABLE 125

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	20%	25%	16%	16%	12%	8%	7%	18%	52%
No	78%	72%	83%	84%	84%	89%	91%	80%	47%
No Reponse	2%	3%	1%	0	4%	3%	2%	2%	1%

If yes, for what kinds of situations?[1] TABLE 126

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	392	214	151	7	20	35	26	146	185
Labor negotiation for management	18%	1%	42%	43%	10%	9%	19%	22%	17%
Labor negotiation for employees	5%	8%	2%	0	0	3%	0	10%	3%
General contract disputes	44%	41%	49%	43%	45%	51%	38%	39%	48%
Other	40%	46%	32%	43%	40%	40%	46%	40%	39%

[1] Percentages add to more than 100% due to multiple responses.

What methods of member needs assessment do you use?[1] TABLE 127

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Mail Survey	73%	75%	72%	63%	73%	72%	72%	75%	70%
Telephone Survey	30%	23%	36%	19%	34%	31%	34%	30%	25%
Interviews	25%	20%	28%	30%	29%	25%	27%	24%	25%
Focus Groups	20%	22%	16%	28%	24%	23%	21%	18%	20%
Committee Input	70%	67%	72%	63%	74%	70%	69%	70%	72%
Other	5%	4%	5%	5%	6%	4%	7%	6%	3%
None	7%	8%	8%	9%	4%	9%	9%	6%	7%

[1] Percentages add to more than 100% due to multiple responses.

How often do you conduct member needs assessments? TABLE 128

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Annually	18%	17%	19%	12%	21%	14%	16%	21%	19%
Biennially	7%	7%	7%	7%	10%	9%	6%	7%	7%
More than once a year	13%	9%	15%	12%	15%	14%	13%	12%	12%
Periodically	48%	51%	46%	56%	43%	47%	47%	50%	47%
Do not conduct needs assessment	8%	9%	8%	12%	4%	9%	10%	6%	9%
No Response	6%	7%	5%	2%	7%	7%	7%	5%	6%

Does your association have a written marketing plan? TABLE 129

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	18%	17%	18%	21%	26%	27%	21%	14%	16%
No	80%	80%	80%	77%	70%	70%	77%	85%	81%
No Response	2%	3%	1%	2%	4%	3%	2%	2%	3%

EDUCATION/ CERTIFICATION

Traditional seminars are the most common educational method, with 89% of the associations reporting their use. Participants indicated some use of alternative educational methods, including video (31%) and self study (20%).

Use of certification programs remained steady at 17%. Accreditation programs increased from 4% in 1982 to 11% in 1987, and standardization programs rose slightly from 2% in 1982 to 3% in 1987. An average of 31% of association members hold the designation conferred by their association. Slightly more than half (51%) of the associations require recertification, usually every three years.

What methods do you use to deliver education programs?[1] **TABLE 130**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Traditional Seminars	89%	90%	88%	79%	88%	87%	81%	93%	90%
Video Training	31%	31%	31%	35%	32%	32%	27%	29%	41%
Self-Study Programs	20%	23%	19%	23%	13%	24%	20%	19%	16%
Computer-Based Programs	5%	7%	3%	12%	7%	7%	5%	4%	8%
Audio-Conferencing	3%	4%	2%	7%	5%	3%	3%	4%	4%
Video-Conferencing	7%	7%	7%	12%	6%	5%	4%	8%	11%
Other	6%	6%	7%	5%	5%	8%	6%	6%	7%
No Educational Programming Provided	7%	6%	8%	19%	8%	9%	11%	5%	6%
No Response	2%	2%	2%	0	2%	2%	3%	1%	3%

[1] Columns total more than 100% due to multiple responses.

Does your association offer an accreditation, certification or standardization program?[1] **TABLE 131**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Accreditation	11%	17%	6%	12%	8%	8%	10%	13%	11%
Certification	17%	21%	13%	12%	19%	21%	18%	15%	14%
Standardization	3%	3%	3%	5%	2%	4%	3%	2%	*
None of the above	68%	60%	75%	74%	70%	67%	67%	69%	70%
No Response	7%	7%	7%	7%	6%	6%	7%	7%	9%

[1] Percentages add to more than 100% due to multiple responses

* Less than 1%

What percentage of your association membership holds the designation? **TABLE 132**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	346	206	105	7	28	86	63	139	58
% of Members holding designation	31%	34%	28%	36%	20%	24%	40%	33%	26%

What are the chief criteria for granting the designation?[1] **TABLE 133**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	497	278	171	8	40	118	103	198	78
Examination	64%	63%	64%	50%	70%	65%	60%	63%	69%
Evaluation Visit	15%	15%	11%	63%	20%	17%	28%	12%	3%
Evaluation Report/Data Form	34%	35%	33%	50%	30%	47%	39%	28%	23%
Other	17%	18%	18%	13%	15%	18%	13%	19%	18%

[1] Percentages add to more than 100% due to multiple responses.

Are there any recertification requirements? **TABLE 134**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	497	278	171	8	40	118	103	198	78
Yes	51%	57%	41%	50%	58%	53%	59%	48%	47%
No	36%	32%	44%	25%	30%	42%	24%	39%	35%
No Response	13%	11%	15%	25%	13%	6%	17%	13%	18%

If yes, how frequently is recertification required? **TABLE 135**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	265	163	72	4	24	65	62	98	40
Once a year	21%	21%	24%	25%	13%	17%	5%	37%	13%
Every two years	17%	16%	15%	0	25%	9%	13%	14%	40%
Every three years	36%	33%	43%	0	42%	35%	39%	37%	30%
Other	24%	27%	18%	50%	17%	37%	37%	9%	18%
No Response	3%	4%	0	25%	4%	2%	6%	3%	0

SECTION XI

PUBLISHING

Almost all of the participants (95%) issue a periodic publication. More than half (56%) of these associations carry advertising in their periodicals, a 3% increase from 1982. Fewer than half (46%) of those associations which carry advertising have established a policy to govern ad acceptability.

In 31% of the associations, a committee sets editorial policy for the periodical, and 60% of these committees review articles.

Books are published by 28% of the associations, about half of which (53%) use an editorial committee to review book manuscripts.

Do you have a periodically issued publication? **TABLE 136**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	95%	97%	93%	91%	98%	95%	93%	96%	94%
No	5%	2%	7%	9%	2%	5%	7%	4%	5%
No Response	*	1%	*	0	0	*	0	*	*

* Less than 1%

If yes, does the periodical carry paid advertising? **TABLE 137**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,903	821	880	39	163	407	369	788	339
Yes	56%	71%	43%	41%	61%	55%	52%	60%	56%
No	43%	29%	56%	59%	38%	45%	48%	39%	44%
No Response	1%	*	1%	0	1%	*	*	1%	*

* Less than 1%

Do you use advertising sales representatives? **TABLE 138**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,903	821	880	39	163	407	369	788	339
Yes, sales reps on staff	10%	11%	8%	13%	16%	12%	10%	9%	10%
Yes, outside contract sales rep	8%	11%	5%	10%	8%	10%	14%	6%	6%
Yes, both staff and outside reps	5%	5%	3%	8%	8%	7%	7%	3%	3%
No, do not use ad sales reps	47%	51%	44%	31%	44%	37%	36%	55%	51%
No Response	30%	21%	40%	38%	25%	34%	33%	27%	30%

If yes, are they paid a salary, a commission or both? **TABLE 139**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	438	230	144	12	52	119	115	140	64
Salary Only	30%	32%	28%	25%	25%	31%	20%	34%	36%
Commission Only	35%	38%	33%	25%	31%	32%	43%	31%	36%
Both Salary and Commission	32%	27%	36%	50%	37%	34%	35%	31%	20%
No Response	4%	3%	3%	0	8%	3%	2%	4%	8%

Do you have a policy governing acceptability of advertisements run in your publication? **TABLE 140**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,903	821	880	39	163	407	369	788	339
Yes	46%	59%	34%	38%	45%	50%	46%	42%	50%
No	34%	27%	40%	38%	37%	30%	30%	41%	29%
No Response	20%	14%	26%	23%	18%	20%	24%	17%	22%

Do you have a committee that sets editorial policy? **TABLE 141**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,903	821	880	39	163	407	369	788	339
Yes	31%	51%	14%	21%	28%	43%	35%	23%	30%
No	65%	47%	82%	77%	69%	53%	62%	74%	65%
No Response	3%	3%	4%	3%	3%	4%	3%	3%	4%

If yes, does the committee review articles? **TABLE 142**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	594	416	124	8	46	176	131	183	104
Yes	60%	64%	48%	63%	52%	60%	66%	57%	58%
No	39%	35%	51%	38%	48%	39%	34%	43%	39%
No Response	1%	1%	2%	0	0	2%	0	0	3%

Does your association publish books? **TABLE 143**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	28%	33%	22%	42%	29%	52%	43%	16%	9%
No	70%	64%	76%	53%	69%	46%	55%	81%	88%
No Response	2%	3%	2%	5%	2%	2%	2%	3%	3%

If yes, do you have an editorial review committee for book publishing? **TABLE 144**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	559	281	212	18	48	221	171	133	34
Yes	53%	63%	42%	33%	56%	61%	54%	46%	32%
No	45%	35%	57%	61%	44%	38%	44%	53%	59%
No Response	2%	2%	1%	6%	0	1%	1%	2%	9%

SECTION XII

GOVERNMENT AFFAIRS

Approximately one-third (30%) of the association participants employ a staff person with responsibility for government affairs. Most often the chief staff executive makes government affairs policy recommendations (63%) instead of the executive committee (49%) or the government affairs committee (42%).

The staffs of 39% of the participants included at least one person who is registered as a lobbyist, with an average of three registered at the federal level, two at the state level, and two at the local level.

Associations are beginning to seek more influence at the state level of government. Seventy percent of associations monitor state legislation, compared to 64% that monitor federal legislation. Half of the national associations now monitor state legislation.

Almost 40% of associations operate a political action committee (PAC). Forty percent of the PACs contribute funds at the federal level, 78% at the state level, and 28% at the local level. A striking 88% of national association PACs contribute at the national level, 22% at the state level, and 8% at the local level.

Does your association employ a staff person whose sole responsibility is to engage in government relations activities? **TABLE 145**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	30%	27%	33%	33%	26%	22%	33%	38%	17%
No	69%	71%	67%	67%	73%	76%	67%	61%	82%
No Response	1%	1%	*	0	1%	1%	0	1%	1%

* Less than 1%

Who makes recommendations about government affairs policy? **TABLE 146**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Government Affairs Director	20%	17%	21%	21%	19%	15%	23%	23%	13%
Chief Staff Executive	63%	56%	68%	60%	66%	56%	64%	66%	61%
Government Affairs Committee	42%	40%	45%	37%	40%	29%	31%	54%	43%
Executive Committee	49%	49%	49%	44%	52%	48%	50%	49%	52%
Other	19%	20%	18%	19%	14%	17%	19%	19%	18%
No Response	10%	13%	8%	14%	10%	19%	12%	5%	10%

Do you have a registered lobbyist on your staff? **TABLE 147**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	39%	30%	47%	33%	34%	16%	25%	65%	22%
No	58%	65%	51%	63%	65%	79%	72%	34%	76%
No Response	3%	4%	2%	5%	1%	5%	4%	2%	2%

Average number of individuals registered at each level:[1] **TABLE 148**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	591	211	328	9	43	60	91	498	59
Federal	3	2	3	2	3	2	3	2	1
State	2	2	2	3	2	8	3	2	1
Local	2	2	2	0	1	1	4	2	1

[1] Based on respondents with staff registered as lobbyists.

At which levels do you monitor legislation? **TABLE 149**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Federal	64%	55%	70%	74%	73%	70%	82%	57%	54%
State	70%	65%	73%	60%	72%	37%	49%	93%	77%
Local	33%	34%	32%	26%	38%	12%	19%	30%	82%

[1] Percentages add to more than 100% due to multiple answers.

Do you operate a political action committee? **TABLE 150**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	38%	36%	41%	21%	30%	13%	19%	55%	47%
No	58%	59%	55%	72%	68%	80%	76%	42%	48%
No Response	4%	5%	3%	7%	2%	7%	4%	2%	4%

If yes, at what level are contributions made?[1] **TABLE 151**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	757	307	391	9	50	55	77	455	170
Federal	40%	40%	41%	44%	34%	87%	88%	24%	45%
State	78%	81%	74%	67%	80%	22%	22%	94%	78%
Local	28%	37%	20%	44%	36%	5%	8%	15%	80%

[1] Percentages add to more than 100% due to multiple answers

CONVENTIONS & MEETINGS

Of the associations surveyed, 38% sponsor one membership-wide meeting per year, 21% sponsor two meetings, and 36% sponsor three or more meetings. Attendance at the largest meeting averages 40% of the association membership.

More than half (53%) of the associations conduct an exhibit or trade show in conjunction with a meeting, with 80% holding one each year.

Meeting sites are selected primarily by the board of directors (35%) and the chief staff executive (35%). Nearly one-fifth (19%) choose a site at least five years before a meeting, and 30% select sites one year in advance.

Of the associations changing their meeting patterns from one large annual meeting to several smaller meetings, 82% attract the same or a greater number of attendees at the multiple meetings as at the large ones.

The most popular foreign meeting sites for U.S. based associations are: Canada (46%), the Caribbean (26%), and Europe (24%). The most popular foreign meeting sites for non-U.S. based associations are: the United States (54%), the Caribbean (31%) and Australia (31%) and Europe (31%).

How many membership-wide meetings does your association sponsor each year? **TABLE 152**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
One	38%	43%	34%	33%	41%	44%	46%	40%	20%
Two	21%	18%	24%	21%	19%	23%	27%	23%	7%
Three	7%	5%	9%	16%	8%	7%	6%	10%	5%
More than three	29%	30%	30%	23%	28%	22%	17%	25%	62%
No Response	4%	4%	3%	7%	4%	4%	4%	2%	6%

What percentage of your members attends your largest meeting? **TABLE 153**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,837	776	872	39	150	401	365	759	312
Average percent of members attending	40%	25%	52%	59%	38%	40%	42%	40%	36%

Do you conduct an exhibit or trade show in conjunction with any of your membership meetings? **TABLE 154**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	53%	57%	50%	51%	53%	60%	52%	63%	25%
No	44%	39%	48%	42%	46%	37%	45%	35%	69%
No Response	3%	4%	2%	7%	2%	3%	3%	2%	6%

How many trade shows do you hold each year? **TABLE 155**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,071	485	476	22	88	256	206	520	89
One	80%	82%	78%	82%	83%	74%	76%	85%	80%
Two	11%	10%	13%	5%	10%	11%	14%	11%	9%
Three or more	7%	6%	7%	10%	3%	12%	6%	4%	9%
No Response	2%	2%	3%	5%	3%	3%	5%	1%	2%

What system do you use for allocating space in your trade show? **TABLE 156**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	1,071	485	476	22	88	256	206	520	89
Lottery	3%	3%	4%	5%	3%	5%	2%	3%	1%
First come, first served	76%	78%	73%	82%	80%	63%	69%	84%	84%
Point System	11%	11%	11%	5%	10%	21%	19%	4%	2%
Other	8%	6%	11%	5%	3%	8%	7%	8%	9%
No Response	2%	2%	1%	5%	3%	3%	3%	*	3%

* Less than 1%

What type of agreement is generally used in making hotel arrangements? — TABLE 157

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Standard contract prepared by assn.	6%	7%	6%	2%	6%	9%	7%	7%	1%
Standard contract prepared by hotel	30%	29%	30%	35%	34%	26%	33%	37%	17%
Custom contract for each meeting	20%	22%	19%	19%	15%	27%	23%	21%	6%
Letter of agreement	10%	9%	10%	9%	11%	11%	9%	11%	5%
No Contract	2%	2%	3%	5%	3%	2%	1%	2%	5%
No Response	31%	31%	32%	30%	32%	24%	27%	23%	65%

Who makes the final decision in selecting the sites for meetings?[1] — TABLE 158

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Volunteer Officers	6%	7%	5%	5%	7%	7%	6%	7%	4%
Board of Directors	35%	41%	31%	30%	37%	45%	41%	38%	11%
Committee	15%	15%	16%	5%	13%	13%	14%	18%	11%
Chief Staff Executive	35%	33%	37%	37%	39%	32%	31%	41%	32%
Staff	12%	10%	14%	21%	10%	13%	15%	13%	8%
Other	4%	4%	4%	5%	5%	8%	5%	3%	2%
No Response	26%	25%	27%	30%	23%	21%	23%	19%	52%

[1] Percentages add to more than 100% due to multiple responses.

How many years in advance do you select the sites for your major meetings? — TABLE 159

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
1 year	30%	27%	31%	33%	37%	10%	18%	32%	62%
2 years	18%	16%	20%	16%	17%	13%	21%	25%	5%
3 years	17%	17%	17%	28%	14%	22%	18%	20%	3%
4 years	7%	9%	6%	0	7%	15%	9%	6%	*
5 or more years	19%	21%	19%	19%	14%	35%	33%	13%	1%
No Response	8%	9%	7%	5%	11%	5%	2%	4%	29%

* Less than 1%

How far in advance do you sign a formal contract with the hotel? **TABLE 160**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Less than 6 months	18%	17%	18%	21%	18%	7%	10%	17%	40%
7–12 months	27%	23%	29%	19%	32%	15%	23%	36%	22%
1–2 years	28%	27%	28%	40%	22%	37%	34%	30%	4%
More than 2 years	18%	21%	16%	19%	11%	35%	29%	11%	*
No Response	10%	12%	8%	2%	17%	6%	4%	5%	34%

* Less than 1%

During the past five years, has your association changed its meeting pattern from one large meeting to a series of smaller meetings? **TABLE 161**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes, pattern changed past 5 years	9%	8%	9%	14%	11%	7%	8%	10%	11%
Pattern existed for longer than 5 years	25%	23%	26%	30%	27%	21%	25%	24%	32%
No, we conduct one large meeting per year	54%	56%	55%	44%	47%	64%	57%	60%	26%
No Response	12%	13%	10%	12%	16%	7%	9%	6%	32%

If yes, how did total attendance at multiple meetings compare to attendance at one meeting per year? **TABLE 162**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	184	71	89	6	18	32	32	82	38
Greater Attendance	50%	45%	58%	0	44%	38%	44%	56%	53%
About the same	32%	34%	26%	83%	33%	31%	38%	29%	32%
Less attendance than one meeting a year	7%	7%	7%	0	6%	13%	6%	6%	3%
No Response	12%	14%	9%	17%	17%	19%	13%	9%	13%

During the past 3 years, has your association held a membership-wide meeting outside the boundaries of your association?[1] **TABLE 163**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	19%	16%	22%	9%	11%	27%	12%	22%	9%
No	74%	75%	72%	84%	81%	67%	84%	74%	75%
No Response	7%	9%	5%	7%	8%	7%	5%	4%	16%

[1] "Outside Boundaries" is defined as follows:
U.S. National associations—outside the continental U.S.
U.S. State associations—outside the state
U.S. Local/Regional associations—outside the defined membership area
International—outside the country where the association is headquartered

For U.S. Based Associations only:
Have you held a membership-wide meeting outside the United States since January 1985? **TABLE 164**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS[1]	1,790	751	852	37	150	384	367	738	301
Yes	12%	12%	13%	5%	9%	26%	10%	9%	3%
No	88%	88%	87%	95%	91%	74%	90%	91%	97%

[1] "Total Respondents" reflects U.S.-based associations.

If yes, how many (since January 1985)? **TABLE 165**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	205	85	105	2	13	93	35	68	9
Average Meetings Outside U.S.	2	1	2	11	1	2	1	2	2

What was the average attendance? **TABLE 166**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	188	77	97	1	13	86	33	60	9
Average Attendance	486	535	446	200	515	676	601	196	182

Where were the meetings held that were outside the United States?[1] **TABLE 167**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	213	90	108	2	13	98	37	69	9
Caribbean	26%	24%	25%	100%	38%	15%	22%	41%	56%
Canada	46%	49%	40%	100%	69%	62%	43%	28%	22%
Mexico	18%	12%	21%	100%	15%	11%	22%	26%	11%
Central/South America	4%	3%	5%	50%	0	6%	3%	1%	11%
Europe	24%	26%	23%	100%	8%	38%	16%	12%	0
Asia	7%	9%	5%	50%	0	11%	5%	1%	0
Africa	2%	1%	1%	100%	0	4%	0	0	0
Australia	2%	1%	2%	50%	0	3%	3%	0	0
Other	8%	6%	11%	0	0	6%	3%	14%	0

[1] Percentages add to more than 100% due to multiple responses.

Before 1985, had you held a meeting outside the United States? **TABLE 168**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	21%	21%	23%	14%	10%	47%	22%	14%	5%
No	54%	52%	54%	60%	58%	35%	58%	58%	61%
No Response	25%	26%	24%	26%	32%	17%	20%	28%	34%

Are you planning to conduct a meeting outside the United States in the future? **TABLE 169**

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Yes	19%	19%	20%	14%	13%	45%	18%	12%	4%
No	59%	58%	59%	63%	60%	38%	65%	65%	62%
No Response	23%	23%	21%	23%	27%	17%	17%	24%	34%

For Non-U.S. based associations only:
Have you held a membership-wide meeting outside your country since January 1985?

TABLE 170

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS[1]	116	44	53	7	12	23	27	48	18
Yes	11%	7%	15%	29%	0	26%	19%	4%	0
No	89%	93%	85%	71%	100%	74%	81%	96%	100%

[1] "Total Respondents" reflects number of non-U.S. based participants.

If yes, how many (since January 1985)?

TABLE 171

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	12	3	7	2	0	5	5	2	0
Average Meetings Outside U.S.	3	1	4	4	0	5	1	1	0

What was the average attendance?

TABLE 172

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	11	3	6	2	0	4	5	2	0
Average Attendance	277	370	168	465	0	495	191	55	0

Where were the meetings held that were outside your country?[1]

TABLE 173

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	13	3	8	2	0	6	5	2	0
Caribbean	31%	0	38%	50%	0	33%	40%	0	0
Canada	23%	33%	13%	50%	0	50%	0	0	0
Mexico	8%	0	13%	0	0	17%	0	0	0
Central/South America	0	0	0	0	0	0	0	0	0
Europe	31%	0	25%	100%	0	50%	20%	0	0
Asia	8%	0	13%	0	0	17%	0	0	0
Africa	8%	0	0	50%	0	17%	0	0	0
Australia	31%	0	38%	50%	0	33%	40%	0	0
United States	54%	67%	50%	50%	0	50%	40%	100%	0
Other	8%	0	0	50%	0	17%	0	0	0

[1] Percentages add to more than 100% due to multiple responses.

CHARACTERISTICS OF THE SAMPLE

This section presents a statistical analysis of the associations represented in the 1987 *Policies and Procedures* study. The table below compares the characteristics of the survey participants to the overall ASAE membership.

	ASAE Membership	Survey Participants
Geographic Scope		
International	15%	21%
National	26%	20%
State/Regional	41%	41%
Local	17%	18%
Type of Membership		
Individual	38%	42%
Company	41%	47%
Associations	3%	2%
Combination	18%	8%
Budget		
Less than $100,000	7%	5%
$100,000–$499,999	32%	39%
$500,000–$999,999	24%	21%
$1,000,000–$1,999,999	14%	16%
$2,000,000–$4,999,999	12%	10%
Greater than $5,000,000	11%	7%

Scope

TABLE 174

		Type of Association Membership			
	TOTAL	Indiv.	Co.	Assn.	Comb.
TOTAL RESPONDENTS	2,005	844	951	43	167
International	21%	24%	20%	14%	17%
National	20%	17%	20%	47%	24%
State/Regional	41%	37%	46%	40%	33%
Local	18%	22%	14%	0	26%

Type of Membership — TABLE 175

		Scope of Association			
	TOTAL	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	429	395	822	359
Individuals	42%	47%	37%	38%	51%
Companies	47%	45%	48%	53%	37%
Other Associations	2%	1%	5%	2%	0%
Combination of Above	8%	7%	10%	7%	12%

Total Annual Income — TABLE 176

		Type of Association Membership				Scope of Association			
	TOTAL	Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Less than $100,000	5%	4%	5%	2%	7%	4%	3%	5%	8%
$100,000–$499,999	39%	37%	43%	21%	38%	23%	27%	49%	50%
$500,000–$999,999	21%	21%	21%	28%	19%	22%	19%	22%	19%
$1,000,000–$1,999,999	16%	17%	15%	19%	16%	19%	19%	13%	14%
$2,000,000–$4,999,999	10%	11%	9%	14%	13%	17%	16%	6%	6%
$5,000,000 and greater	7%	9%	5%	14%	8%	14%	15%	3%	2%
No Response	1%	*	1%	2%	1%	1%	1%	1%	1%

* Less than 1%

Size of Association Membership — TABLE 177

	TOTAL	Scope of Association			
		Intl.	Natl.	St./Rg.	Local
Individual Membership					
Total Reporting	817	197	139	303	178
Average Number of Memberships	16,869	26,255	38,860	9,459	1,922
Median Number of Memberships	3,125	7,800	10,000	2,504	1,350
Corporate Membership					
Total Reporting	930	190	181	430	129
Average Number of Memberships	1,080	1,344	2,324	593	569
Median Number of Memberships	315	431	345	297	300
Association Membership					
Total Reporting	40	5	18	17	0
Average Number of Membership	2,050	94	3,787	786	0
Median Number of Memberships	93	76	105	100	0
Combination Membership					
Total Reporting	158	25	39	53	41
Average Number of Memberships	7,420	15,423	12,321	5,122	846
Median Number of Memberships	1,063	1,850	3,200	1,458	600

Full-time Staff

TABLE 178

STAFF SIZE	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St./Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Full-time Employees									
1–5	46%	42%	50%	27%	43%	34%	32%	56%	51%
6–10	20%	20%	21%	19%	20%	20%	20%	19%	23%
11–20	15%	16%	14%	22%	13%	16%	18%	14%	14%
21–50	12%	13%	10%	17%	14%	18%	16%	7%	9%
51–100	2%	6%	2%	8%	6%	8%	7%	3%	1%
Over 100	5%	3%	3%	7%	4%	4%	7%	1%	2%
Average number of full-time employees	22	25	17	32	28	30	37	12	17
Median number of full-time employees	6	7	6	12	6	9	9	5	5
No Response	2%	2%	2%	5%	1%	4%	1%	2%	2%

Part-time Staff

TABLE 179

	TOTAL	Type of Association Membership				Scope of Association			
		Indiv.	Co.	Assn.	Comb.	Intl.	Natl.	St /Rg.	Local
TOTAL RESPONDENTS	2,005	844	951	43	167	429	395	822	359
Part-time Employees									
1–5	89%	86%	92%	87%	86%	84%	85%	95%	85%
6–10	6%	6%	4%	10%	6%	9%	9%	2%	4%
11–20	5%	6%	3%	0	6%	7%	5%	2%	8%
51–100	1%	1%	*	3%	2%	0	1%	*	2%
Over 100	*	1%	*	0	1%	0	1%	*	1%
Average number of part-time employees	5	6	3	4	7	4	5	4	7
Median number of part-time employees	2	2	2	2	2	2	2	2	2
No Response	32%	30%	37%	30%	26%	26%	29%	36%	41%

* Less than 1%